



# CIVICUS

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## CIVICUS ANNUAL INGO ACCOUNTABILITY CHARTER REPORT

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July 2014 – June 2015

Redefining Accountability

Compiled by; Dianah R. Takundwa and Tshegofatso Diphukwane

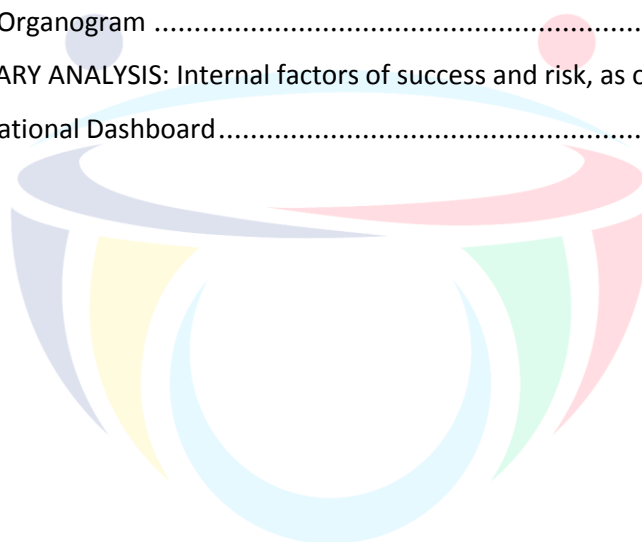


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# CIVICUS

## List of Abbreviations

The CIVICUS logo is a large, light blue watermark in the background. It features a stylized globe with a red swoosh and several colored dots (blue, green, yellow, pink) around it. The word 'CIVICUS' is written in large, light blue capital letters across the middle of the page.

ACS:	Annual Constituency Survey
AGM:	Annual General Meeting
AGNA:	Affinity Group of National Associations
CEO:	Chief Executive Officer
CP:	Civic Pulse
CRM:	Constituent Relationship Management
CS Mott:	Charles Stewart Mott Foundation
CSI:	Civil Society Index
CSI:	Civil Society Innovation Initiative
CSM:	Civic Space Monitor
CSpl:	Civic Space Initiative
EENA:	Enabling Environment National Assessment
GRI:	Global Reporting Initiative
ICNL:	International Centre for Not-for-Profit Law
ICSW:	International Civil Society Week
SDGs:	Sustainable Development Goals
SG:	Secretary General
SIDA:	Swedish International Development Cooperation Agency
UN:	United Nations
UNDCF:	United Nations Development Cooperation Forum
UNDESA:	United Nations Department of Economic and Social Affairs
UNDPI:	United Nations Department of Public Information
UNESC:	United Nations Economic and Social Council
UNHRC:	United Nations Human Rights Council
UPR:	Universal Periodic Review

# 01. Profile Disclosures

## 1.1. Strategic Commitment to Accountability

FOREWORD FROM CIVICUS SECRETARY GENERAL ABOUT THE RELEVANCE OF ACCOUNTABILITY TO THE ORGANISATION AND ITS STRATEGY.



As a global alliance of civil society, we are acutely aware of the importance of accountability for civil society organisations, particularly at a time when many governments and others are questioning and attacking the legitimacy of civil society organisations. Our collective response to these threats to civil society and civic space have to include a lived commitment to open, transparent and accountable institutions.

As a member-based alliance, it is critical that we are accountable to our members. While we also see it important that we serve the interests of all of civil society and of course to our donors, our core relationship is with our members.

In this regard, we work very closely with our members and partners and involve them in key decision-making processes and reports we release on a regular basis. We use different platforms to inform members and partners about these decisions and allocate space for feedback from them before these decisions are finalised and implemented. Our members are given the opportunity to ask questions about our financial reports each year and provide feedback before the reports are adopted.

Our objectives and activities for the period 2013-2017 are guided by our Strategic Priorities which were developed in 2012 by the CIVICUS Board based on feedback from members, partners, stakeholders and ordinary citizens. When the Strategic Priorities were fully developed, they were approved by our members and are currently being used to guide CIVICUS to achieve its mission of strengthening citizen action throughout the world.

Our International Civil Society Week and CIVICUS World Assembly are used by members to hold sessions which inform CIVICUS and other members across regions about the work they do. These events also bring CIVICUS project partners together to assess performance of projects and agree on priorities for the coming year. Financial reports and statements on activities are presented to members for verification at our Annual General Meetings, and they ask questions and provide feedback before the reports are approved and validated. On a day-to-day basis CIVICUS' outputs including press statements and reports on threats to civil society in countries we work in are done in collaboration with members whose advice is sought as a matter of practice.

Our flagship annual State of Civil Society Report, including those published in 2014 and 2015 with a focus on reimagining global governance and resourcing for civil society respectively, are published with vital contributions from our members and stakeholders.

The theme for each report is discussed by CIVICUS staff and approved by the Board before they are developed. Finally, and perhaps most importantly, our members directly elect the CIVICUS Board. Every three years voting members of CIVICUS are given the opportunity to nominate Board members and an election process is conducted for the Board.

The Board therefore is the body that is directly elected by and accountable to members, with the Secretariat reporting to the Board and using the Board as a sounding board for member views. For CIVICUS, serving our members – and the interests of wider civil society – is of critical importance. We see building a strong and trusted relationship with our members not as an accountability ‘box-ticking’ exercise but rather as a critical component of delivering on our role as a civil society alliance.

Dhananjayan Sriskandarajah

Secretary General and CEO, CIVICUS

A handwritten signature in black ink, reading "D. Sriskandarajah". The signature is fluid and cursive, with a large initial 'D'.The word "CIVICUS" in a large, bold, light blue sans-serif font. Above the text is a stylized graphic consisting of several overlapping semi-circles in light blue, yellow, green, and pink, resembling a rising sun or a smile.

## 02. Organisational Profile

### 2.1 Name of organisation

CIVICUS: World Alliance for Citizen Participation (also referred to as 'CIVICUS' in the report)

### 2.2. Primary activities

CIVICUS is an international alliance dedicated to strengthening citizen action and civil society throughout the world. In 2013, CIVICUS' primary activities were governed by two documents;

- 2013-2017 CIVICUS Strategic Priorities
- 2013-2017 CIVICUS Operational Plan

### 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, outlines 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 further outlines indicative activities, outputs and six cross-cutting impact perception indicators which will help the organisation measure its performance against the Operational Plan. The 2013-2017 Operational Plan has been published on the CIVICUS website<sup>2</sup>. Needless to say, 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.

### 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:

- **Crisis Response Fund**-Emergency advocacy support to 36 civil society actors and organisations around the globe for emergency advocacy interventions to address threats on rights of citizens and civil society organisations to exist, express and engage.
- **Enabling Environment National Assessment (EENA)**-Implementation of 8 EENAs in Brazil, Cameroon, Jordan, Mozambique, South Africa, Nigeria, Panama and Nepal.
- **United Nations Human Rights Council (UNHRC) advocacy**-15 Universal Periodic Review (UPR) submissions highlighting restrictions on the freedoms of assembly, association, expression and persecution of human rights defenders; 14 post and pre UPR consultations and the events, which mobilised hundreds of key civil society, government and United Nations (UN) stakeholders and helped to develop comprehensive advocacy strategies to ensure effective implementation of UPR recommendations; and 21 side events on a range of thematic and country specific situations.

The side events provided crucial ingresses to introduce and underscore a wide range of pressing human rights concerns pertaining to civic space. CIVICUS also made 24 joint and standalone oral interventions to help shape on-going issues on the Council's agenda and to highlight exigent civil society concerns which require the Council's attention. Furthermore, CIVICUS supported the attendance of 18 civil society representatives to take part in Council and UPR sessions in Geneva.

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<sup>2</sup><http://civicus.org/images/CIVICUS%20Operational%20Plan%202013-17.web.pdf>

- **Civic Space Monitor (CSM)**-provides accurate, verified and up-to-the minute information on civic space through monitoring civic space in 120 countries. Published a consultation report on the Civic Space Monitor together with a pilot study on civic space in Southern Africa, covering 14 countries.
- **Civic Pulse (CP)**-Civic Pulse methodology will be used to periodically take the temperature of civil society. A Civic Pulse pilot survey was conducted with civil society in South Africa in June 2015.
- **CIVICUS State of Civil Society Report**<sup>3</sup>-fourth annual report featured contributions from 39 leading experts on the theme 'resourcing for civil society', as well as a 'Year in Review' section detailing major events and civil society trends, generating intense discussion through media coverage and social media debate.
- **Global Day of Citizen Action (May 2015)**-115 events staged in 52 countries, reaching 1.3 million people through social media, raising awareness around the globe of importance of civic space.
- **International Civil Society Week (19-25 November)**-global convening of nearly 700 civil society actors to network, share experiences, and engage through more than 40 events, including the CIVICUS World Assembly and the Nelson Mandela-Graça Machel Innovation Awards.
- **Sustainable Development Goals**-implementation of varied initiatives aimed at enhancing civil society participation in shaping the global development agenda, action/2015, Sustainable Development 2015, and DataShift.
- **Civic Space**-piloting of two new tools – the Civic Space Monitor, which aims to provide accurate, verified and up-to-the-minute information on civic space, and then Civic Pulse, a global survey used periodically to take the temperature of civil society.
- **Civil Society Innovation Initiative**-co-convening with Counterpart International of 6 regional co-design workshops in Indonesia, Morocco, Panama, Senegal, Tanzania and Turkey aimed at informing the design of regional civil society support hubs.

### 2.3. Operational Structure of the Organisation

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. In mid-2016 CIVICUS anticipates completion of registration with Companies House in the UK, which will also give CIVICUS status as an US entity with a UK branch in London.

**Geographical structure-** The CIVICUS secretariat has four permanent office addresses:

- Johannesburg, South Africa
- Geneva, Switzerland

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<sup>3</sup><http://www.civicus.org/index.php/en/media-centre-129/reports-and-publications/socs2015>

- London, United Kingdom
- New York, USA

The majority of staff are based in the Johannesburg head office. CIVICUS also employs staff, consultants, interns or volunteers who work from its other hubs, and also remotely in different countries. CIVICUS is continuing to grow as a global organisation, and increasingly staff are decentralised around the globe.

**Organisational restructuring and renewal-** Following the organisational restructuring in 2013, CIVICUS has settled into its new structure and continues to explore avenues for improvement as outlined in its growth strategy. CIVICUS' Human Resources Department is currently streamlining the necessary mechanisms to improve processes related to visas and work permits for our international employees. In addition, a global induction program and a stronger move towards globalisation will be formalised and debated in 2016. An updated organisational chart is available in Annex I.

#### 2.4 Location of organisation's headquarters

CIVICUS House

24 Gwigwi Mrwebi Street, Newtown,

Johannesburg, South Africa.

#### 2.5 Number of countries where the organisation operates.

CIVICUS is a global alliance that works with project partners and member organisations around the world. At the end of June 2015, CIVICUS had members in 166 countries.

#### 2.6 Nature of ownership and legal form.

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 (voting members elected by other voting 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.

As an international membership association, CIVICUS' target audience and affected stakeholders are civil society organisations and citizens around the globe. However, CIVICUS works with a truly global array of stakeholders, including those in government and the private sector. 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.

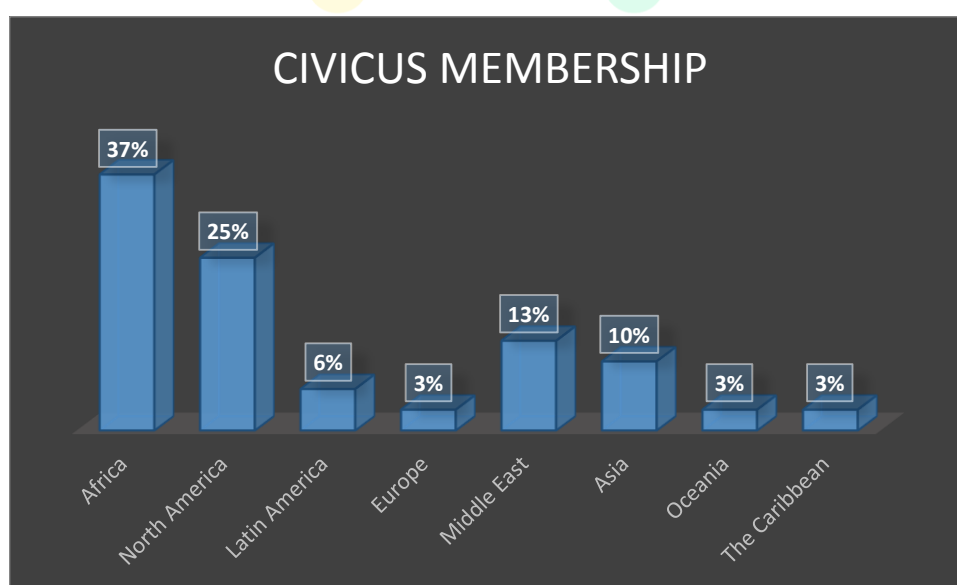
#### 2.8 Scale and Scope of reporting organisation

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

### Number of members and/or supporters

At the end of the reporting period (30 June 2015), CIVICUS had a total of 2630 members. 155 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 had 2475 associate members (both organisations and individuals) who believe in our cause and provide solidarity in our work, but who do not hold voting rights. Important to note is that the percentages below were calculated based on the number of countries- therefore percentages are rounded off to the nearest estimate.

**Table 1: CIVICUS MEMBERSHIP as at 2014- 2015**



### Number of volunteers (estimate numbers per category of volunteer – see LA1) -

During 2015, CIVICUS hosted 6 interns in South Africa, 2 from Africa in Geneva and 2 interns from Korea in Geneva. All 10 internships were successful, receiving praise and positive feedback from the interns. This was due to the diligence and commitment of the CIVICUS staff involved who made the internship a meaningful learning and growth experience for the interns.

## Total Income

**Table 2:** Financial Position as at 2014- 2015

		Yr. 2014	Yr. 2015
	Note	\$	\$
Total Income		3 593 054.00	4 944 158.00
Net Revenues		116 162.00	182 116.00
<b>TOTAL CAPITALISATION</b>			
Current Assets		1 495 166.00	3 089 923.00
Current Liabilities		1 205 460.00	2 687 257.00
Total Assets		1 788 513.00	3 345 260.00

Further detailed information about the distribution of income between the countries and money movement could be found in the 2015 CIVICUS Annual Financial Statement for the year ended June 2015<sup>4</sup>

**Table 3:** Breakdown of Income by Country/Regions

Country		Yr. 2014		Yr. 2015	
	Note	\$	%	\$	%
Scandinavia		1,922,096	57	2,736,798	55
North America		707,167	20	817,070	17
Western Europe		343,245	10		
Northern Europe		222,386	6	850,168	16
Other		398,160	7	585,122	9
<b>Total</b>		<b>3,593,054</b>	<b>100</b>	<b>4,944,158</b>	<b>100</b>

Income by country or region above, make up 5% or more of total funding income for Year July 2014 – June 2015. The increase in income was anticipated and the result of building of proposals over a period of two years, the increase was thus planned.

<sup>4</sup>[CIVICUS Aggregated 2015 AFS.pdf](#)

With regard to impact on activities, most of the increase linked to proposed activities for projects, resourced was added and this resulted in a positive impact on the growth of the organisation. CIVICUS reviews its operational plans for core activities each year and aligns a comprehensive budget and cash flow forecast to the activities.

### **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 important to civil society, which is accessible and free. For example, through our website over 130,000 visitors were able to access our research, tools and resources, while we reached more than 2.1 million people on Facebook and 12 million people on Twitter with the last news and information on civil society.

CIVICUS works directly to provide membership services to its members (around 2630 as at June 2015) and to implement projects with many more programme partners, including those partners co-implementing activities related to the Affinity Group of National Associations, Civil Society Innovation Initiative, Civic Space Initiative, Civic Pulse, Civic Space Monitor, Civil Society Watch, Crisis Response Fund, DataShift, International Civil Society Week, and Sustainable Development 2030 programmes. During the reporting period, the CSI raised awareness of civic space by engaging with over 3million individuals through the Global day of Citizen Action and the Nelson Mandela-Graca Machel Awards.

#### **2.9 Significant changes during the reporting period regarding size, structure, or ownership**

The size of CIVICUS as a small-medium organisation has remained stable during the reporting period, with a significant increase in income due to additional funding received in 2016. Due to this increasing funding, as well as an expanding project base, CIVICUS will be increasing its staff complement by approximately 10 in the coming year.

The organisation remains governed by the CIVICUS Board of Directors. CIVICUS board nominations take place every three years, and a new board will be in place by the end of April 2016. A rotation system has been implemented this year to ensure that at least one third of current directors remain on the Board of Directors to assist with continuity and retention of skills.

#### **2.10 Awards received in the reporting period**

None

## 03. Reporting Parameters

### 3.1 Report profile

July 2014 to June 2015

### 3.2 Date of most recent previous report

1 October 2015<sup>5</sup>

### 3.3 Reporting cycle (annual, biennial, etc.)

Annual

### 3.4 Contact point for questions regarding the report or its content

1) Dianah R. Takundwa

Monitoring and Evaluation Officer, CIVICUS

[dianah.takundwa@civicus.org](mailto:dianah.takundwa@civicus.org)

2) Tshegofatso Diphukwane

Executive Assistant to the SG / CEO of CIVICUS

[tshego.diphukwane@civicus.org](mailto:tshego.diphukwane@civicus.org)

### 3.5 Process for defining report content

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 Global Reporting Initiative (GRI) templates.

Information for this report is supplied by managers who also glean this input from their staff. The staff is very aware of the work and importance of the Charter, as regular feedback on this matter is given by Bettie van Straaten (Chief Operating Officer) and Mandeep Tiwana (Head of Policy and Research). As the panel has quite rightly observed, the team is small, which means that communication is easy between teams, but also that workload is heavy; and as Charter reporting is an extra add-on it is not feasible to do a cross-sectional specific reporting intervention just for the Charter's reporting.

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<sup>5</sup><http://www.ingoaccountabilitycharter.org/wpcms/wp-content/uploads/CIVICUS-INGO-AC-Report-2013-14-Final.pdf>



### 3.6 Boundary of the report

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 Material content limitations

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. Assurance that national entities comply with accountability commitments.

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 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report

The answers to a number of questions for this 2013-2014 INGO Accountability Charter are very similar or identical to answers provided in our previous report, submitted 1 October 2014. 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).

### 3.12 Reference Table

Not applicable.



## 04. Governance Structure and Key Stakeholders

### 4.1 Governance structure and decision-making process at governance level

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.

### **Benefits and Challenges of Governance Model**

Because the Board consists of CIVICUS members, elected by other members, it is an important means of embedding stakeholder inputs at the highest levels in terms of strategy and policy development and oversight, which is important for accountability to our members. In addition, the CIVICUS Board is a 'working' Board that actively participates in oversight functions, meeting regularly and taking key decisions, and even supporting programmatic work as requested by staff (e.g. selection of Innovation Award winners). Therefore, CIVICUS benefits from some of the leading thinkers and actors in civil society. However, this also proves challenging for our Board members, as they have to balance their role as CEO (in most instances) of their own organisations with significant CIVICUS Board commitments.

Additionally, because there is an expectation that Board members actively engage in oversight of technical areas of work (e.g. Finances), CIVICUS must invest in Board development and/or co-opt Board members in instances when the elected Board Members do not have the required skills-sets.

## **Risk Management**

A summary of Risk Management is found in Annex III for the current strategic period (ending June 2015). The summary focuses on internal factors of success and risk that are monitored using the CIVICUS Organisational Dashboard primarily (shared biannually with the Board of Directors), as well as other risk management tools<sup>6</sup>. These include the risk matrix (an interactive dashboard), which is tabled to the Board's Operation Committee regularly and updated continually between meetings (an example of how the risk matrix is used for risk management purposes is the example of staff safety and security, which was recently elevated due to a number of security instances, and then taken to the Operations Committee and Board for strategic consideration), and also the Balance Sheet Risk.

### **4.2 Division of powers between the highest governance body and the management and/or executives**

The Chair of the CIVICUS Board is not an executive officer. The SG of CIVICUS acts as the CEO 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 Number of members of the highest governance body that are independent and/or non-executive members**

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 14 Board Directors are unpaid and volunteer their time for CIVICUS.

### **4.4 Mechanisms for internal stakeholders (e.g. members or employees) to provide recommendations or direction to the highest governance body**

Internal stakeholders are afforded multiple opportunities to provide recommendations or direction to the highest governance body, i.e. the CIVICUS Board of Directors. In our 2013-2017 Strategic Priorities, our Board of Directors shared a vision of "continuous improvement through rigorous monitoring, analysing, and deliberating with our constituents" and committed "to report back to our members and other constituents" on a regular basis.

One tool that we employ for that purpose is the Annual Constituency Survey (ACS), which is disseminated to all of our constituents (people who know us, work with us, or participate in our network) on an annual basis. Each year, constituents are asked a set of questions about their perceptions of changes in civil society, and the associated impact of CIVICUS.

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<sup>6</sup>[Examples or risk assessment tools.pdf](#)

Furthermore, constituents can request to be contacted by a member of the CIVICUS team, to provide additional feedback. This helps us monitor where we are making a difference and where we need to try harder. The results of this survey are shared with the Board of Directors and all participants, and reflected in our annual operational plans.

Another mechanism for gathering stakeholder recommendations is through the CIVICUS Members' Annual General Meeting (AGM), where the Annual Report and Audited Financial Statements are presented, along with an address by the Chair of the Board of Directors and presentation on member engagement.

During the AGM, members are invited to give feedback and guidance on the organisation's direction. Since 2014, the members' AGM has taken place virtually to ensure that all members could participate, regardless of their geographic and financial positioning (which in the past, limited physical participation). The virtual AGM is complemented by physical meetings of CIVICUS members, which take place every 18 months in the wings of the CIVICUS World Assembly, and serve as an opportunity for an informal sounding board with members, as well as the wider stakeholder constituency.

The membership team based at the CIVICUS secretariat also work throughout the year to seek feedback and input from members into the work of both the organisation and Board through annual member surveys, which inform the annual Membership Work Plans, as well as ad hoc surveys and consultations related to programmatic work (e.g. Civil Society Innovation Initiative regional consultations to develop prototypes for 6 regional civil society support hubs; DataShift consultations to develop pilot implementation plan for a project to support citizen-generated monitoring of development commitments; Sustainable Development 2030 consultation to identify CIVICUS' focus within the context of the 2030 development framework).

Additional 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.

Finally, staff and the Board collectively engage in internal reviews. For example, during the internal mid-term review of its strategic priorities, CIVICUS staff from across the organisation and the Board of Directors provided inputs into the review - both in terms of programmatic progress and to what extent we are adhering to our values and principles (which are periodically reviewed and reflected in the organisation's policies and procedures, captured in the staff handbook, and also embedded in our programmatic work). This review document, as well as an amended Operational Plan for the remainder of the 2013-2017 period, will be shared with CIVICUS' constituencies.

#### 4.5 Compensation for members of the highest governance body, senior managers, and executives (including departure arrangements)

CIVICUS provides no financial compensation for our Board Members, who act as the highest governance body. Within reason, CIVICUS covers all transport and logistics costs for Board Members to travel to Board Meetings and important CIVICUS events like International Civil Society Week, but Board Members do not receive any form of compensation for their time, which they give on a pro-bono basis.

CIVICUS does not have a senior management team but we do however have executives (i.e. Dhananjayan Sriskandarajah (Secretary General and CEO) and Bettie van Straaten (Chief Operating Officer)). Salary information is confidential. CIVICUS works according to the Paterson Scale, based on remuneration data available in South Africa, as most staff are based in and work from South Africa.

#### 4.6 Processes in place for the highest governance body to ensure conflicts of interest are identified and managed responsibly

In compliance with the King III ethics and conflict of interest guidelines, to promote transparency and to achieve the complete impartiality of CIVICUS committees, CIVICUS has established a registration of interests' procedure. All covered individuals are required to complete this form in respect of themselves, their spouses and any dependent children annually.

CIVICUS maintains two Registers of Interests – one for members and one for staff. A copy of the Registers will be available to the public for inspection at CIVICUS House, Johannesburg, South Africa during normal office hours. The Register of Staff Interests is not available publicly. All members of the Board and its sub committees (whether decision-taking or advisory) and staff will be required to register their interests on appointment and thereafter at the beginning of each financial year.

#### 4.10 Process to support the highest governance body's own performance

In November 2014, a new Board Self-evaluation was introduced by CIVICUS. The evaluation was approved by the Executive Committee and served as a self-evaluation pilot survey. This self-evaluation survey was developed by members of the Governance and Membership Committee. The self-evaluation included a survey on how Board Members perceived themselves and their role on the Board. The survey asked questions relating to individual commitment, participation, attendance, knowledge and contribution on the various sub-committees and the Board as a whole.

The CIVICUS secretariat provided support in synthesising and reviewing the compiled information and produced substantive evaluation documents to be reviewed at the Board Meeting held in November 2015. In particular, this Board self-evaluation will be used by current Board members to look at improvements and skill sets needed when electing the next Board in 2016.

CIVICUS board elections take place when the term of serving board members are due to expire, every three years. It is a robust democratic process where the nominations process is open to both CIVICUS members and non-members, and a thorough balloting process, followed by voting, results in 13 members selected individuals to serve on the next Board of Directors. Selection criteria includes results of the self-evaluation, specifically skills and experience as identified by the existing and outgoing.

#### 4.12 Externally developed environmental or social charters, principles or other initiatives to which the organisation subscribes

CIVICUS subscribes to the INGO Accountability Charter. CIVICUS has incorporated the Universal Declaration on Human Rights in our Staff Handbook, which serves as guidance for all our work. In addition, we also initiated the initiated the Rustlers Valley Open Letter<sup>7</sup> which focuses on greater social accountability for CSOs.

#### 4.14 Stakeholder groups of the organisation

CIVICUS' primary constituency is our members, comprised of civil society organisations, coalitions, networks and individuals located in over 160 countries around the globe- nearly 25% of our members are youth and over half of our members come from lower or lower-middle income countries . CIVICUS has two categories of membership: voting and associate. Voting members determine and make-up the organisation's governance structure, as well as its strategic priorities.

Associate members are those actors who join as an act of solidarity with our mission and vision. In the Membership Policy<sup>8</sup> are the criteria for CIVICUS membership.

➤ **For Associate membership (FREE, lifetime membership):**

- 1) Be a civil society organisation, or individual that takes an interest in the affairs of civil society.
- 2) Sign up in writing to CIVICUS' Vision, Mission and Values
- 3) Respect and observe the principles and fundamental freedoms as defined in the Universal Declaration of Human Rights (members can be removed if they are found to be non-compliant)

➤ **For Voting membership (PAID, annual membership):**

- 1) Be a civil society organisation, platform or network that represents or advocates the interests of citizen participation in their country/region/globally, or any individual who has attained an outstanding rank among citizens representing or advocating the interest of citizen participation in their country/region/globally
- 2) Sign up in writing to CIVICUS' Vision, Mission and Values
- 3) Respect and observe the principles and fundamental freedoms as defined in the Universal Declaration of Human Rights (members can be removed if they are found to be non-compliant)

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<sup>7</sup><http://blogs.civicus.org/civicus/2014/08/06/an-open-letter-to-our-fellow-activists-across-the-globe-building-from-below-and-beyond-borders/>

<sup>8</sup>[http://civicus.org/downloads/CIVICUS\\_Membership\\_Policy.pdf](http://civicus.org/downloads/CIVICUS_Membership_Policy.pdf)

4) Provide sufficient evidence of standing for validation as outlined in Membership Policy

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. Institutional relationships include, but are not limited to: John Hopkins University, University of Waterloo, Georgetown University, Global Partnership for Effective Development Cooperation, Global Partnership for Sustainable Development Data, Community of Democracies, Multi-stakeholder Task Team on CSO Development Effectiveness and the Enabling Environment, United Nations Department of Economic and Social Affairs (UNDESA), United Nations Department of Public Information (UNDPI), United Nations Development Cooperation Forum (UNDCF), and the United Nations Economic and Social Council (UNESCO).

In addition, CIVICUS receives funding support from private foundations and trusts, as well as bi- and multi-lateral agencies, including: Bill & Melinda Gates Foundation, Charles Stewart Mott Foundation, Danish International Development Agency, European Commission, Ford Foundation, Irish Aid, Lifeline Embattled CSOs Assistance Fund, Ministry of Foreign Affairs Finland, Ministry of Foreign Affairs Switzerland, Nduna Foundation, Oxfam Novib, Open Society Foundation Human Rights Initiative, Open Society Institute of West Africa, Swedish International Development Cooperation Agency, Taiwan Foundation for Democracy, UK Department for International Development and UN-Habitat.

CIVICUS reaches the broader public and individuals through a weekly e-newsletter, e-CIVICUS, and online/offline media, including Al Jazeera, Guardian Global Development Professionals and the Huffington Post.

In the past year, our website saw over 130,000 visitors with more than 450,000 page views. We reached more than 2.1 million people through Facebook and over 12 million through Twitter. We also increased our Twitter followers to nearly 4,500 and Facebook to over 30,000. Important to note, is that CIVICUS has moved onto a new Constituent Relationship Management (CRM) system which has much broader functionality than the civiCRM. This will assist in further improving our communication and information management amongst decentralised CIVICUS staff. Furthermore, we have implemented communication networks such as Yammer and Slack which allows staff and stakeholders to engage more easily. CIVICUS is currently looking into Project Management software that will centralise knowledge management within the organisation allowing for even greater stakeholder engagement.

#### 4.15 Process for identification, selection and prioritisation of key stakeholder groups

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.



During the reporting period, the CIVICUS alliance grew by over 95%, and CIVICUS' global presence now includes members in more than 160 countries, and CIVICUS hubs in New York, Geneva and London, as well as our global headquarters in Johannesburg. The CIVICUS membership policy<sup>9</sup> has also been very effective in strengthening CIVICUS' engagement with non-civil society stakeholders, including the private sector, philanthropic organisations and volunteer networks who can join the alliance as non-member affiliates.

While CIVICUS members receive priority in terms of partnership opportunities, at times, CIVICUS needs to partner with other actors who have specialist expertise in a given area, so in some cases, there is a distinction between CIVICUS members and its project partners.

CIVICUS also engages with other actors, working groups, committees and fora when it is strategically advantageous to our mission and alliance. This engagement is determined by programme managers and senior leadership who meet annually to review and decide on which partnerships we can invest in given limited time and resources. For example, in the reporting period, CIVICUS engaged with the following stakeholder groups outside of its members and programme partners: action\2015, Community of Democracies, CSO Partnership for Development Effectiveness, Development Cooperation Forum, Financial Action Task Force, Global Partnership on Effective Development Cooperation, Global Partnership on Social Accountability, Global Partnership on Sustainable Development Data, Inequality Alliance, Open Government Partnership, Task Team on CSO Development Effectiveness and Enabling Environment, UNDESA/Major Groups, UN HLPF, UNDP, World Bank/IMF and World Economic Forum.

The CIVICUS logo features a stylized graphic of three human figures in blue, yellow, and green, holding hands in a circle. Below this graphic, the word "CIVICUS" is written in a large, light blue, sans-serif font.

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<sup>9</sup>[http://civicus.org/downloads/CIVICUS\\_Membership\\_Policy.pdf](http://civicus.org/downloads/CIVICUS_Membership_Policy.pdf)

## 05. Performance Indicators

### I. Program Effectiveness

#### 5.1 NGO1 – Involvement of affected stakeholder groups to inform the design, implementation, monitoring and evaluation of policies and programmes

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 (CSI) 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<sup>10</sup> 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 Civic Space Initiative (CSPI) also involves working closely with partner organisations namely the International Centre 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. The CSI also acts in capacitating members and partners to continue on the issues themselves. These examples are illustrative of the concrete

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<sup>10</sup> <http://civicus.org/images/StateOfCivilSocietyFullReport2015.pdf>



mechanisms which CIVICUS takes to ensure that its constituents are actively included throughout the life of the project cycle.

CIVICUS undertakes constant monitoring and evaluation programmes including feedback from members and partners after events held/assistance given by CIVICUS to ascertain whether the programme and following are relevant, effective, efficient and timely. This is done mainly through annual surveys (Annual Constituency Survey, Membership Survey, etc.), as well as project-specific monitoring and evaluation exercises.

Needless to say, CIVICUS and Counterpart employed a rigorous system of criteria to select regional leaders as key stakeholders in the CSII co-design workshops. These criteria were applied in a systematic and transparent manner and included the following;

- Representation of regional organizations/networks or sub-regional networks, as well as select strong national organizations;
- Strong track record of in-country/national programming in a variety of disciplines
- Demonstrated track record of civil society strengthening and development/advocacy work
- Ability to engage a variety of organizations in advance of workshops
- Willingness to maintain continued input into the co-design process
- Potential to play a leading or significant role in the launch and management of regional hubs.
- Importantly, workshop participants will demonstrate the ability not only to accurately represent their own organizations' or networks' ideas, but also to strategically engage in broader civil society development discussions at the regional and sub-regional levels.

Finally, the DataShift included an extensive scoping exercise and global consultation on the programme design, involving thousands of stakeholders, which was then translated into the current pilot project action\2015 was a global campaign created to be locally adaptable and relevant. All of our research initiatives utilise participatory research methodologies that rely on the local partner to generate knowledge (e.g. Civic Pulse, Enabling Environment National Assessments, etc.). We also attempt to include local members and partners in all advocacy work – including UPR submission, alerts, statements, etc. – co-authoring, when possible.

## 5.2 NGO2 – Mechanisms for stakeholder feedback and complaints on programmes and policies and in response to policy breaches

CIVICUS actively invites feedback of a significant multitude of stakeholders to co-create activities e.g. through the Annual Constituency Survey<sup>11</sup> which gathers feedback and also invites respondents to participate in private conversations to address concerns, explore partnership opportunities, etc. The findings of the survey are also shared in annual reports.

<sup>11</sup><https://www.surveymonkey.com/r/VBLNWZ5>

With regard to the formal process in which any feedback/complaint is processed, attended to and resolved where necessary, we do not currently have a feedback/complaint mechanism in place. In the near future, we will launch a new CRM (Microsoft Dynamics) before the end of this financial year (30 June), which includes a complaints logging mechanism. Our Feedback and Complaints Mechanism policy and procedure is being amended accordingly and will be posted on the Accountability page of the CIVICUS website and also shared with all members in the amended Membership Policy from 1 July.

CIVICUS ensures aggregated feedback is meaningfully fed into decision making through feedback from Annual Constituency Survey, membership survey, event feedback forms and project evaluations. These are incorporated in annual planning processes (both project and core programme reviews/plans, which are then captured in team plans, and then the organisational plan), as well as in internal strategic reviews and external evaluations.

### 5.3 NGO3 – System for programme monitoring, evaluation and learning (including measuring programme effectiveness and impact)

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

- Risk review (quarterly) – presented and reviewed by Board Finance Committee.
- Procurement process review and implementation of online SAGE procurement system.
- Finance policies and procedures manual review – February 2015 – internal adjustments followed by external audit review.
- Sub grant process audit – January 2015 – independent auditors
- 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
- 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 addition, 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.

#### 5.4 NGO4 – Measures to integrate gender and diversity into programme design and implementation, and the monitoring evaluation, and learning cycle

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.

Seeking new ways in which to serve and work with our membership, we began planning for the first member working group to guide and input into the CIVICUS alliance's work on gender, involving members in cross-cutting issues, drawing on the expertise of the alliance to solve problems, set up networks and support evidence-based research and policy initiatives. The Gender Working Group started work in late 2015.<sup>12</sup>

Needless to say, 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. We are attempting to re-introduce gender and diversity issues back into CIVICUS as an explicit theme through the Gender Working Group. 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.

#### 5.5 NGO5 – Processes to formulate, communicate, implement and change advocacy positions and public awareness campaigns

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.

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<sup>12</sup><http://www.civicus.org/index.php/en/about-us-125/gender-and-diversity>

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.

#### 5.6 NGO6 – Processes to take into account and coordinate with other actors

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

CIVICUS, along with the International Civil Society Centre, authored a document on partnerships principles based on best practice<sup>13</sup>, which recognises the strain placed on partnerships due to power dynamics and other factors and the disconnect which threatens the ability of equally empowered partners to work toward mutually-agreed objectives. The partnership principles encompass vision, values, expectations, respect, strategy, responsibilities, accountability, flexibility and communication, all of which CIVICUS is working towards integrating into the organisational policies and procedures.

In 2015 CIVICUS committed to taking these partnerships principles further, mapping out the tools and practices utilised in organisations around the world to identify best practice, and tailoring this to CIVICUS' partnership model. This model will continuously evaluate the strength and efficacy of CIVICUS' partnerships, setting up a mutually reinforcing feedback loop. It is expected that new policies and procedures will be in place by the latter half of 2016.

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<sup>13</sup>[https://icscentre.org/downloads/14\\_02\\_27\\_Partnership\\_Principles.pdf](https://icscentre.org/downloads/14_02_27_Partnership_Principles.pdf)

## II. Financial Management

### 5.7 NGO7 – Processes to take into account and coordinate with other actors

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

In order to ensure consistent planning CIVICUS anticipated an increase in income and thus proposals were built over a period of two years to cater for the increase. As most of the increase linked to proposed activities for projects, resourced was added and resulted in impacting positively on the growth of the organisation. CIVICUS reviews its operational plans for core activities each year and aligns a comprehensive budget and cash flow forecast to the activities.



### 5.8 NGO8 – Sources of funding by category e.g. government, corporate, foundation, membership fees, in-kind donations and other

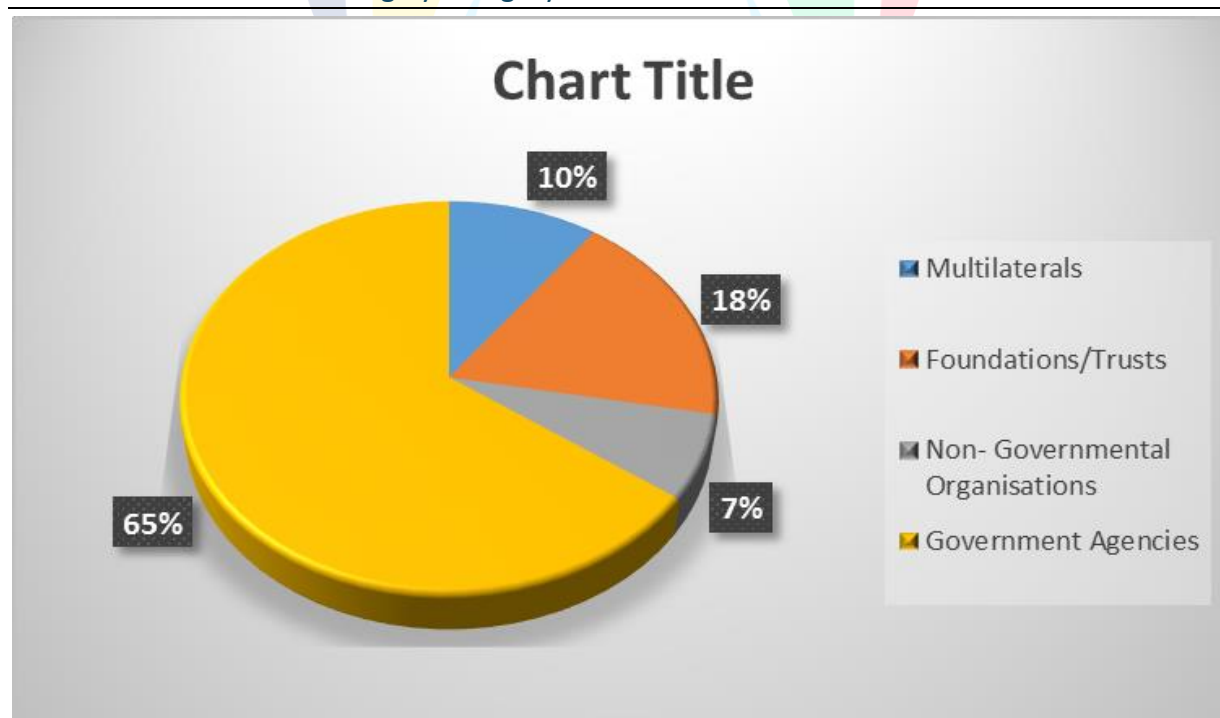
In the reporting period, the five largest donors were Sweden, Denmark, Finland and America with their monetary values contributed shown below.

**Table 4: CIVICUS' Largest Donors as at July 2014 – June 2015**

Country	Funder Name	Amount
Sweden	SIDA	\$2,463,122
Denmark	Danida	\$ 273,677
Finland	Ministry of Foreign Affairs	\$ 211,995
United States of America	CS Mott Foundation	\$ 200,000
Miscellaneous	Lifeline Consortium	\$ 184,898

In regard to funding categories, CIVICUS' funding by category is shown in the chart below.

**Pie Chart 1: CIVICUS' Funding by Category**



### **III. Environmental Management**

#### **5.9 EN16 – Total direct and indirect greenhouse gas emissions by weight at the organisational level**

CIVICUS' greenhouse gas emissions from the reporting period were approximately 526.2 metric tonnes. Data for travel emissions is approximate, and CIVICUS has used the previous data to reflect an increase in travel in the 12 month period. Overall, we are still working to improve our method for recording the extensive air travel required by our international presence.

#### **5.10 EN18 – Initiatives to reduce greenhouse gas emissions at the organisational level and reductions achieved**

As “going green” is currently top of mind for CIVICUS, an Environmental Management Policy was drafted and tabled at the Operations Committee Meeting in March for comments. Further to recommendations made by the Operations Committee members it was decided that while the basic Environmental Management Policy would be implemented in the interim, CIVICUS' intention is to embark on a participatory process which will potentially result in a policy that is leading in terms of civil society practice. This facilitated process will take place in the second half of 2016, and will involve contribution by the staff in order for a fully comprehensive policy to emerge organically. This policy will include targets, an appropriate monitoring system, and visible responsibilities and be implemented with clear support from management and the Board of Directors.

#### **5.11 EN26 – Initiatives to mitigate environmental impacts of activities and services**

Currently CIVICUS does not conduct environmental assessments for its projects, as they largely involve sub granting, funding and partnering with other organisations externally. However, the responsibility of CIVICUS' partners in terms of assessment will be analysed and discussed during the planned participatory process, with clear guidance to be generated on accountability in partnership. In addition, guidelines and strict strategies will be examined to assess CIVICUS' largest field of environmental impact, namely travel and events. These topics, along with others to be determined during the participatory process, will serve as a framework for a new policy that we will be proud to unveil to the INGO in the coming year.

### **IV. Human Resources Management**

#### **5.12 LA1 – Size and composition of total workforce**

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. Seven interns were hosted during this period, one Visiting Fellow and one UN intern in Geneva.

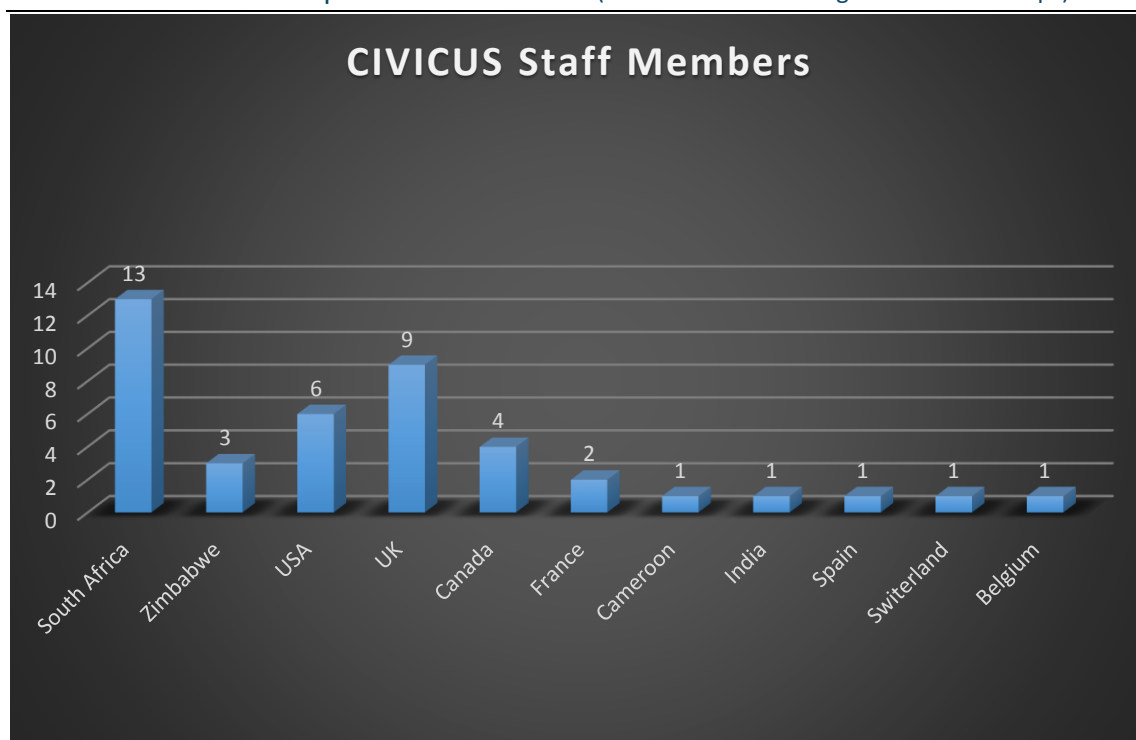
CIVICUS has a very flat structure – with only 7 staff members with managerial responsibilities. As these staff members still have to fulfil their various functional roles, all staff are encouraged and expected to take full ownership over their individual portfolios, as can be reasonably expected of professionals.



With this staff members grow, in that the portfolio scope changes and becomes bigger or more diversified, encouraging increasing (as per capability) levels of ownership, drive and involvement of staff members handling these. While not always having the managerial responsibilities, staff can be grown in capabilities and encouraged to step up and grow in their abilities, which in itself garners job satisfaction and a feeling of empowerment, as well as ongoing growth.

**Table 5: Staff members July 2014 – June 2015**

	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
<b>Male Staff members</b>	11	12	12	13	13	15	17	17	17	17	17	17
<b>Female Staff members</b>	21	21	21	21	20	20	21	22	24	24	25	25
<b>RSA residents</b>	11	11	11	11	11	11	11	11	12	12	13	13
<b>Non RSA residents</b>	21	22	22	23	22	24	27	28	29	29	29	29
<b>Globally Situated</b>	4	5	5	6	6	6	8	8	9	9	9	9
<b>TOTAL</b>	<b>32</b>	<b>33</b>	<b>33</b>	<b>34</b>	<b>33</b>	<b>35</b>	<b>38</b>	<b>39</b>	<b>41</b>	<b>41</b>	<b>42</b>	<b>42</b>

**Chart 1: Workforce composition at June 2015 (nationalities-excluding double citizenships)**

### 5.13 EC7 – Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation

CIVICUS as an international NGO hires internationally, as well as locally, as per experience requirement for specific positions. NGO's and the public sector in general are supported through the internship programmes, during the reporting period CIVICUS hosted a total of 8 interns throughout the year and in various locations. With the limited staff complement at CIVICUS and limited financial resources for interns and average of 1.5 interns to 34.75 staff members monthly was achieved. All positions are advertised internally, and in more than 90% externally simultaneously. Use of CIVICUS' own website was intensified during the 2nd part of 2015, yielding great responses, ranging from 7 to 89 applicants for various positions, and with a varying degree of promotion. Free website positing were experimented with, and while this has not yet yield great results, it will be further investigated and invested in in 2016.

Local hiring remains problematic for a variety of different reasons. While "generic" positions are easily filled through local hiring, programmatic work often cannot be filled through local hires due to lack of international exposure, experience and understanding of the candidates. This is a reflection of the difficult job market situation South Africa finds itself in. Ideas on how to overcome this are being generated and will be put into practice in 2016. This will include closer collaboration with Universities and stronger advertising in the South African NGO market, as well as looking at hiring candidates at a more junior level, to build up and train.

In 2016 emphasis will be on building capacity in the Global South, with emphasis in the 1st half of 2016 on recruitment in and from South America (aided by the presence of ICSW), as well as looking at capacity building in South Africa.

#### 5.14 LA10 – Workforce training to support organisational development

This report details actual training hours and not on average hours of training and development. All external workshops are being followed up and evaluated through a written feedback form. The application of same was not as streamlined in 2015 as it should have been, and is an area that will be improved on in 2016 in order to generate more meaningful data. The Membership team also provides a periodic orientation to the Annual Membership Plan, which gives staff an overview of responses to the Annual Constituency Survey and Membership Survey, updates the organisation on the Membership team's plan for the year, and also helps other teams across the organisation to determine and integrate their membership engagement strategies and targets. In addition, the organisation holds regular brown bag sessions that are used to share knowledge across the organisation. During the reporting period the various training and development programmes included;

CIVICUS is committed to an empowering environment in which its employees have maximum opportunity to realize their professional potential and to achieve individual and organisational results. A Performance Management system has been developed which promotes ongoing and sustained performance delivery and professional growth.

The objectives of the Performance Management system are to;

- link CIVICUS organisational objectives to unit and individual objectives;
- increase effective organisational, unit and individual performance;
- develop better interpersonal work relationships through open and clear communication
- detect problem areas early and identify appropriate ways to address these problems.

Due to the changes in HR during the reporting period and gaps of engagement of an HR Manager, the Nine Box Performance and Potential Grid was started but not concluded for the reporting period, as the previous incumbent had left the organisation.

**Table 6: Training Hours per Employee & Position**

Position					
	August	September	October	November	December
Manager			1-16 hrs (2courses)		1-24 hrs (1course)
			1-24 hrs (1 course)		
Officer	1-24 hrs (1 course)	1-16 hrs (1 course)	1-16 hrs (1 course)		

Support Staff			4-16 hrs (1 course) 1-24 hrs (1 course)	1-8 hrs (1 course) + 4-8 hrs	
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### 5.15 LA12 – Performance reviews and career development plans

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. Due to changes in HR this was maintained during 2015, as it is a good practice, well entrenched and imbedded. 2016 will look at potential improvement areas in this process.

### 5.16 LA13 – Diversity in your organisation displayed in the composition of governance bodies and employees

**Table 7:** Composition of CIVICUS Employees as at July 2014 – June 2015

20-30 Age Group				
	Female		Male	
	Global North	Global South	Global North	Global South
Board Members				
Management				
Staff	4	1	2	2

**Total (9)**

31 – 40 Age Group				
	Female		Male	
	Global North	Global South	Global North	Global South
Board Members				
Management		1	2	
Staff	5	9	4	3

**Total (24)**

41-50 Age Group				
	Female		Male	
	Global North	Global South	Global North	Global South
Board Members				
Management	1	3	1	
Staff		1		
<b>Total (6)</b>				

>51 Age Group				
	Female		Male	
	Global North	Global South	Global North	Global South
Board Members				
Management				
Staff	1	1		1
<b>Total (3)</b>				

### 5.17 NGO9 – Mechanism for workforce to raise grievances and get response. Health and safety standards

CIVICUS has three ways to raise grievances as outlined in the Staff Handbook, discussion with immediate Supervisor, Grievance investigation by the COO and Secretary General (SG) discussion.

A grievance is defined any dissatisfaction or feeling of injustice in connection with an employee's work or conditions of employment which merits the formal attention of management. In the first instance the person with the grievance needs to attempt to resolve that grievance directly with the person who committed the grievance.

One of the principles of a grievance procedure is that the grievance should be resolved at the lowest possible level. Grievances that occur as a result of disciplinary action taken by CIVICUS will be dealt with in terms of the Appeal Procedure in the Disciplinary Procedure, found in the Staff Handbook. Staff handbook has been supplied there has not been any grievances dating July 2014 – June 2015.

## V. Responsible Management of Impacts on Society

### 5.18 SO1 – Impact of activities on the wider community

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.

CIVICUS utilises the Annual Constituency Survey<sup>14</sup> to monitor our performance against a range of indicators. This is an effort to capture the impact of CIVICUS work by measuring the perceptions along the broad range of actors that CIVICUS engages with, including partners, donors, sub-grantees and members.

The Annual Constituency Survey tracks the following: civil society effectiveness, improved influence, civil society connections, civil society operations and civil society research. According to the results CIVICUS will focus additional efforts on enhancing the enabling environment in which civil society operates, as well as building meaningful connections between civil society actors in the next years.

#### 5.19 SO3 – Process for ensuring effective anti-corruption policies and procedures

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 [CIVICUS Staff Handbook 2014 Revision.pdf](#). 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.

#### 5.20 SO4 – Actions taken in response to incidents of corruption.

CIVICUS has not had any corruption incidents reported. Regarding fraud and corruption analysis, CIVICUS is informed by its external auditors annually on the latest fraud and corruption schemes on a quarterly basis. The auditors also provide advice and tools to deal with these threats. In addition, we receive daily updates from our bankers on phishing schemes, etc., who also provide free security software as mitigation.

<sup>14</sup><https://www.surveymonkey.com/r/VBLNWZ5>

To address fraud and corruption prevention CIVICUS works with external auditors specialised in not for profit organisations. Our auditor's NPO clients and CIVICUS' NPO community share a list of providers and grantees that have acted in inappropriate/fraudulent ways with funding (an unofficial blacklist). Furthermore, the external auditors act as an independent fraud and corruption hotline for CIVICUS and advise management or the board on appropriate action to be taken.

In addition, CIVICUS employs a partner checklist (completed by project coordinators and assessed by the COO/CFO) that verifies and ranks each new and existing partner against set criteria (including pre-set criteria from funders). CIVICUS also employs reporting and payment schemes through our sub-partnership agreements that allow us to monitor partner activities and withhold funding, as appropriate. Finally, CIVICUS uses new technologies to filter for cyber-attacks on data (including membership and donor details), and have access to forensic experts and investigators that act immediately on instruction.

## **VI. Responsible Management of Impacts on Society**

### **5.21 PR6 – Programmes for adherence to laws, standards and voluntary codes related to ethical fundraising, including advertising, promotion and sponsorship**

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>15</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<sup>16</sup> 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.

<sup>15</sup>More details can be found here: <http://civicus.org/about-us-125>

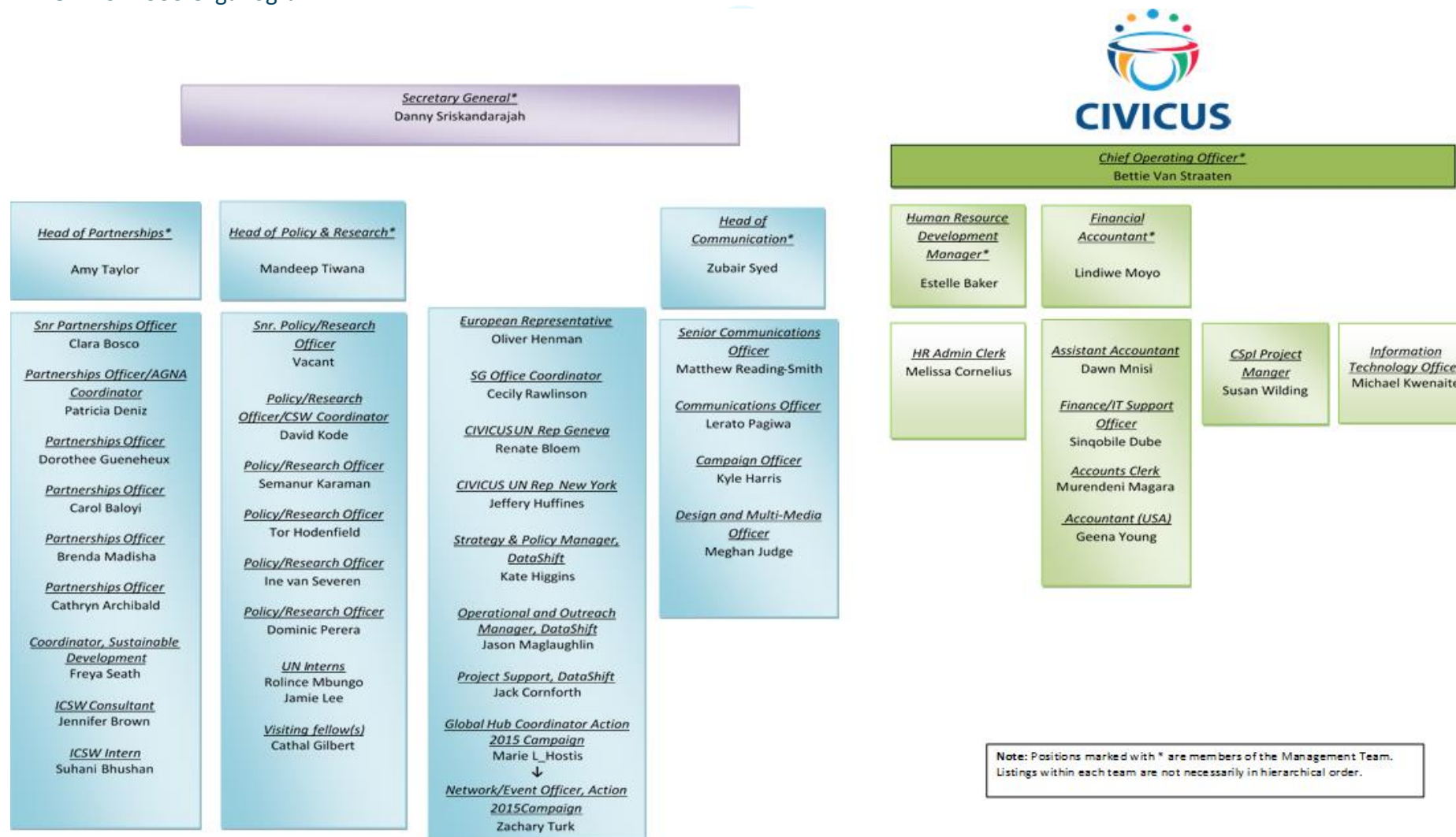
<sup>16</sup>More details can be found here: [Resource Mobilisation Policy.pdf](#)

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.





## Annex I: CIVICUS Organogram



**ANNEX II: SUMMARY ANALYSIS: Internal factors of success and risk, as of June 2015**

<b>FINANCES</b>	<b>MEMBERSHIP</b>	<b>HRD</b>	<b>OUTREACH</b>
<p>Thanks to a contained total expenditure, over the reference period there has been a consistent positive net surplus despite lower funding received</p> <p>The core funding has been progressively increasing and makes up approximately half of the total budget (see chart/table on next page)</p> <p>The cash on-hand trend has been positive and growing except a temporary shrink in 2014</p> <p>Board Reserves have been built up over 2013 and remained untouched over the last year of the reference period</p> <p>Ratio of liquid assets/liabilities slightly decreased in 2013 but has been growing again and remained unchanged over the last year of the reference period</p> <p>The capacity of disbursing grants and the related amounts have increased considerably, totalling more than \$1 million in the last financial year</p>	<p>During the reporting period, overall membership numbers grew of 163% covering 48 new countries</p> <p>While 20% more voting organisations were gained from 25 new countries, the newly introduced category of associate membership brought over 700 new organisations and 1100 new individuals in the last financial year</p>	<p>Employees stats show a small contraction in the number of employees in 2014 and a 22% expansion in 2015, which aligns with the organisation's growth strategy</p> <p>Staff/manager ratio has been progressively increasing and tripled over the reference period</p> <p>Male/female ratio as well as male/female pay rate differential has been improving over the reference period</p> <p>Number of nationalities and languages has been quite linear over the reference period</p> <p>In terms of learning and development, the number of training initiatives have increased since 2013, with more formal courses taking precedence over internally led 'culture of learning' and brownbag sessions, as additional resources are allocated for this purpose</p>	<p>Website visits increased steadily with 9700 and 12477 new visitors respectively in 2014 and first half of 2015 (130,000 visitors and 450,000 page views total)</p> <p>e-CIVICUS distribution list has stayed more or less the same (around 6000 recipients) despite a temporary contraction in 2014</p> <p>Facebook fans have been growing exponentially, registering a 144% increase over the report period</p> <p>Twitter followers were entirely lost in 2014 due to hacking of the CIVICUS account but they have now surpassed the 2014 level and continue to increase on a daily basis, reaching more than 12 million people last year</p> <p>It is not possible to track evolution of media hits and Op Eds since the data is only available for the last year; however, in the last year we produced 26 video interviews, 32 media statements, 30 opinion pieces and 4 broadcast interviews, which were shared through a range of media</p> <p>Although the data of outputs (reports/statements) is only available for 2014 and 2015, there has been an increase of 14% from one year to the other.</p>

## Annex III: Organisational Dashboard

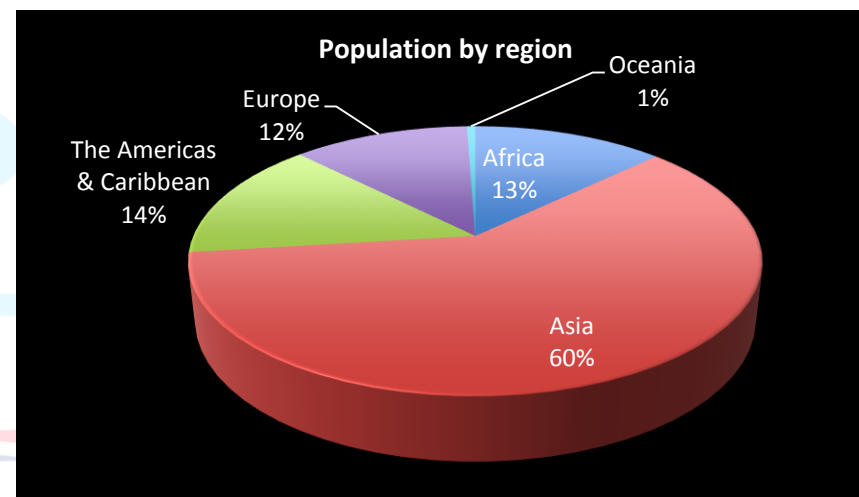
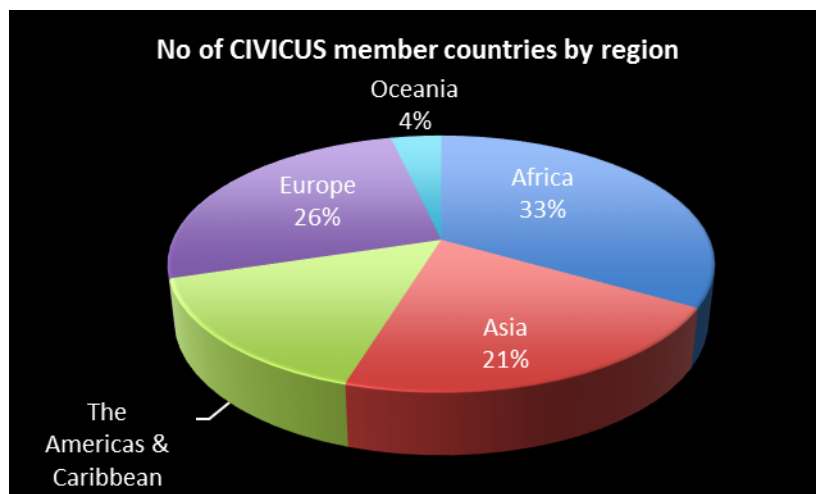
## CIVICUS BOARD DASHBOARD AS AT END SEPTEMBER 2015

FINANCES In \$'000, cumulative for financial year to date (i.e. Jan-Dec until 2013, then July-Sept 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	31-Mar-15	30-Jun-15	30-Sep-15
Actual Income	\$ 3 365	\$ 3 035	\$ 1 980		\$ 3 593	\$ 969	\$ 2 794	\$ 3 082	\$ 4 944	\$ 3 577
Actual Expenditure	\$ 3 396	\$ 3 064	\$ 1 663		\$ 3 477	\$ 1 029	\$ 2 437	\$ 2 892	\$ 4 762	\$ 2 260
Cash on hand	\$ 602	\$ 409	\$ 647		\$ 614	\$ 364	\$ 729	\$ 1 304	\$ 1 758	\$ 1 319
Board reserves	\$ 226	\$ 204	\$ 528		\$ 643	\$ 643	\$ 643	\$ 643	\$ 643	\$ 837
Ratio of liquid assets / liquid liabilities	4.26	6.51	5.68		8.44	8.44	8.44	8.44	8.44	12.30
Subgrants disbursed	\$ 163	\$ 97	\$ 245		\$ 536	\$ 188	\$ 243	\$ 284	\$ 584	\$ 659

## CIVICUS MEMBERSHIP

Intervals:	Yearly			Quarterly (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	31-Dec-14	15-Mar-15	30-Jun-15	30-Sep-15	Ratio to Total	
Overall members		1 027	1 128	1 171	1 505	1 826	2 054	2 257	2 630	2 971		
Voting organisations		92	116	143	129	145	105	96	125	143		
Individual voting members		-	41	41	47	52	24	27	30	31		
Associate organisations		-	-	New Cat.	131	242	347	430	532	719		
Associate individual members		935	971	987	1 197	1 386	1 577	1 703	1 941	2 076		
Corporate affiliates		-	-	New Cat.	1	1	1	1	2	2		
Grant making organisations		-	1	Redundant Cat.			-	-	-	-		
Countries covered*		111	124	125	141	146	147	155	166	172		
Countries with voting members		43	50	51	63	74	22	61	68	76		
Membership income in that period	\$ 30 909	\$ 23 806	\$ 13 280	\$ 2 773	\$ 3 204	\$ 7 665	\$ 6 102	\$ 10 142	\$ 7 246	\$ 14 546		



## OUTREACH

Indicators (at quarterly intervals)	30-Sep-13	31-Dec-13	31-Mar-14	30-Jun-14	30-Sep-14	31-Dec-14	28-Feb-15	30-Jun-15
Website visits (unique visitors per month)	10 736	6 870	14 983	20 449	25 087	88 004	17 644	32 926
Facebook fans (end of period)	12 465	14 559	17 142	21 211	24 369	26 469	27 396	30 418
Twitter followers (end of period)	5 844	742	1 137	..	2 588	3 180	3 560	4 469
e-CIVICUS distribution list (end of period)	6 733	6 518	5 966	5 862	..	6 037	5 935	6 140
Media 'hits' (quarter total)	..	..	..	..	..	30	18	25
Outputs (reports, statements) (period total)	..	11	9	21	22	18	16	24
Op-eds (period total)	..	..	..	..	..	4	1	4
Participants in CIVICUS events (period total)	..	..	..	..	..	0	0	0