

Improvement Analysis CIVICUS June 2015

Strategic relevance of strong accountability practice to improved impact (1.1)

What is the strategic relevance of strong accountability practice to improving CIVICUS' impact in the coming years? How does it help the organisation to engage key stakeholders in meaningful co-creation processes that drive better, long term results?

The Panel strongly encourages CIVICUS to think through the above questions with its senior leadership team and constituencies to ensure the full potential of accountability is used. In the business sector CIVICUS would be asked to tell us how they create optimal *shareholder value* – in the Charter context the Panel asks how CIVICUS creates optimal *stakeholder value*.

Actions taken

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Using reporting process to actively engage staff and key stakeholders (3.5)

Accountability is not a reporting exercise – it is a *culture* that needs to be lived and breathed by the entire organisation to come alive. How will CIVICUS use the reporting process to actively engage staff (across functions and regions) and key stakeholders into reviewing collective values, practices and progress according to your Charter commitments?

The Panel suggests seeking advice from Charter Members that have established cross-functional and cross-regional teams to compile and write the report to ensure it is deeply rooted within the organisation (e.g. CBM). Other Members like Amnesty International have used feedback from the Independent Review Panel to devise an improvement plan to ensure that their recommendations are addressed in the next report. Progress on the improvement plan is regularly evaluated by the Senior Leadership Team and results reflected in the next report.

Actions taken

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Review of policy on becoming a non-voting member

In light of a previous complaint submitted to the Charter Secretariat, the Panel urges CIVICUS' Membership Committee to review their policy on non-voting members and how to check if the currently listed 1,255 organisations or individuals are *actually* credible and in existence.

Actions taken

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Complaints handling process (NGO2)

CIVICUS did not follow up on the promise made in the last report to draft a formal complaints handling policy as part of the revised Impact Planning and Learning Framework in 2013. A formal feedback and complaints handling policy is *mandatory* for all Charter Members and pre-requisite to be eligible for biannual reporting.

CIVICUS is urged to provide evidence that they actively invite stakeholder feedback and complaints

in, that they process them effectively into decision-making and resolve disputes responsibly.

Actions taken

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Environmental sustainability (EN16, EN18, EN26)

The Panel appreciates some improvements made as well as CIVICUS' investment in solar energy provision. However, CIVICUS is strongly encouraged to establish an Environmental Management System with a person being responsible for monitoring and evaluating progress and visualise all data to demonstrate CO₂ emissions development over time.

Actions taken

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