INGO Accountability Charter Report

January – December 2011

Filled in by: Mark Nowottny

Coordination and Planning Manager

E. mark.nowottny@civicus.org

T. +27 11 833 5959

2 April 2012

Global Reporting Initiative Level C

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

1 Strategy and Analysis

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

A year on from the Arab Spring and the wave of people power movements, 2011 witnessed a surge in political engagement from young people and the middle classes around the world. Soaring inequality in developed and emerging economies, the failure of governments to remedy or reverse the gap, and a generation that faces unpromising prospects; all contributed to the erosion of trust on every sector, including organised civil society

Within this context, CIVICUS is faced with a growing expectation as a convenor, connector and bridge-builder, especially between different thematic stakeholders of civil society, between civil society and governments, intergovernmental institutions and the private sector, and between organised civil society and active citizens. At the heart of this challenge are maintaining and strengthening relevance and legitimacy, mobilising necessary resources to live up to the expectations, amassing interest and energy for positive change from CIVICUS constituency, and being accountable to our stakeholders in all directions.

In order to fulfil the last point, it is important for CIVICUS to report on the INGO Accountability Charter, especially in the same, consistent reporting format every year. As a response to feedback to the last year's report, CIVICUS secretariat established an Accountability Action Plan (approved by management in August 2011) and formed a staff-led Accountability Working Group to implement recommendations (October 2011).

As mentioned in the report below, according to CIVICUS' organisational evaluation published in 2011, CIVICUS' work is well received. Implementation of the Impact Planning and Learning Framework has started to yield performance scores against agreed upon indicators. However, more is expected in 2012 and beyond, which includes better data tracking and analysis of the organisational performance with a new data capture system and customer-service oriented questions.

Lastly, as of this writing in early April 2012, CIVICUS has now entered into a leadership transition phase, with a selection of the new Secretary General in the horizon. Coupled with the renewal of the 5-year strategic directions for 2013-17 which will introduce a new set of organisational goals, targets and indicators, 2012 will be a year when the organisation's accountability and working with its constituents will be truly tested.

Katsuji Imata
Acting Secretary General
CIVICUS: World Alliance for Citizen Participation

2. Organisational Profile

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

CIVICUS: World Alliance for Citizen Participation

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

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

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

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

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

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

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

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

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

Geographical structure: The CIVICUS secretariat has three permanent office addresses, in Johannesburg, South Africa, in Geneva, Switzerland and in Washington DC, USA. The vast majority of staff are based in the Johannesburg head office. CIVICUS also employs a permanent representative to the United Nations in New York. At the end of 2011, CIVICUS began to pilot a regionalisation strategy with one staff based at a member organisation in Buenos Aires, Argentina and another based in Bridgetown, Barbados.

Governance and Board: A Board of 13 Directors, elected by organisational members of the CIVICUS alliance, provides oversight of the organisation's strategy, governance and annual budget, as well as guidance of the organisation's management and programmes. The Board also retains the option of co-opting additional two members. Board members serve for three year terms and can hold their post for a maximum of two successive terms.

Within the CIVICUS Board, there are committees with specially assigned responsibilities. During the reporting period there were four committees; Executive Committee, Outreach Committee, Policy and Research Committee, Operations Committee (responsible for primary financial oversight and acts as Audit Committee). The Board can set up *ad hoc* committees to address specific areas of work.

Internal Management: CIVICUS staff are headed by a Secretary General (SG), who acts as the Chief Executive Officer and reports to and is appointed by the Board of Directors. A Senior Management Team, comprised of the SG, Deputy Secretary General, Director: Operations, Director: Policy and Research and Director: Outreach, made key decisions during 2011, although two of these positions were vacant at different points throughout the year. The Management Team includes an additional ten managers of units, which reduced to seven by the end of the year.

Organisational restructuring and renewal: In May 2011 CIVICUS undertook an internal review of the new organisational structure implemented in 2010. Later in the year, driven by the prospect of a smaller annual budget and a need to cut costs without impacting on the delivery of programmes and activities, the organisation was required to make small changes to the organisational structure, which became effective 1 January 2012. The three departments (Policy and Research, Outreach, Operations) and the Organisational Coordination Office contained in 2011 ten units(Policy, Research, Lobbying & Engagement, Convening, Communications, Resource Mobilisation, Human Resource Development, Finance and Administration, Planning and Learning, and Organisational Coordination Unit). Through a consultative process designed at producing the greatest efficiency, the number of units was reduced to seven. The Communications manager position was merged with the Convening manager position, the Planning and Learning Unit was merged into the Organisational Coordination Office, and the Lobbying and Engagement Unit was merged into a new Policy and Advocacy Unit. The organisational chart is available at https://www.civicus.org/en/about-us/civicus-alliance/staff.

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

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

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

CIVICUS operates at the global level, as well as through project partners in a number of countries. By the end of 2011, CIVICUS had members in 88 countries.

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

CIVICUS is a private not-for-profit organisation registered in the United States as a 501(c)(3) organisation and in South Africa as a Section 21 company. A Board of 13 Directors, elected by organisational members of the CIVICUS alliance, provides oversight 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. [GRI NGOSS: p. 26]

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

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

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

Number of formal members: 288 (start of reporting period, January 2011); 289 (end of reporting period, December 2011). There were membership fluctuations during the course of the reporting period, with the highest point being 340.

Total income: $3,589,650 (please note: this financial figure is from the 2010 audited financials. The audited figures for the 2011 financial year will not be available until late April 2012 and therefore cannot be used for the purposes of this reporting deadline. However, they will be published in our annual report available online).

Total size of workforce (including staff, volunteers, interns, consultants): a total of 53 individuals worked for CIVICUS at some point between January 2011 and December 2011 (the reporting period).

Net revenue: $3,812,515 (please note: this financial figure is from the 2010 audited financials. The audited figures for the 2011 financial year will not be available until late April 2012 and therefore cannot be used for the purposes of this reporting deadline. However, they will be published in our annual report available online)

Total assets: $1,688,498 (please note: this financial figure is from the 2010 audited financials. The audited figures for the 2011 financial year will not be available until late April 2012 and therefore cannot be used for the purposes of this reporting deadline. However, they will be published in our annual report available online)

Scope and scale of activities:

CIVICUS works indirectly with a vast number of stakeholders, and produces research on issues with an extremely broad scope such as the state of civil society, which is accessible and free.

CIVICUS works directly to provide membership services to all its members (around 300 in 2011) and works directly with many more programme partners. In 2011, major projects such as the Affinity Group of National Associations and the CIVICUS Civil Society Index worked with 54 and 35 partners respectively. CIVICUS' Every Human Has Rights campaign reaches several thousand people on a regular basis through social media, and CIVICUS' communication platforms reach similar audiences.

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

In May 2011 CIVICUS undertook an internal review of the new organisational structure implemented in 2010. Later in the year, driven by the prospect of a smaller annual budget and a need to cut costs without impacting on the delivery of programmes and activities, the organisation was required to make small changes to the organisational structure, which became effective 1 January 2012. The three departments (Policy and Research, Outreach, Operations) and the Organisational Coordination Office contained in 2011 ten units(Policy, Research, Lobbying & Engagement, Convening, Communications, Resource Mobilisation, Human Resource Development, Finance and Administration, Planning and Learning, and Organisational Coordination Unit). Through a consultative process designed at producing the greatest efficiency, the number of units was reduced to seven. The Communications manager position was merged with the Convening manager position, the Planning and Learning Unit was merged into the Organisational Coordination Office, and the Lobbying and Engagement Unit was merged into a new Policy and Advocacy Unit. The Operations Department was also reviewed as a whole for efficiency within this context. As a result of this process, five staff separations took place at the end of 2011 (out of a regular staff complement of 35-40).

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

None

3. Report Parameters

Report Profile

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

January to December 2011

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

17 February 2011 - available at:
http://www.ingoaccountabilitycharter.org/wpcms/wp-content/uploads/CIVICUS-GRI-Level-C-April-2009-to-March-2010_new.pdf

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

Annual. Previously, the reporting cycle adopted was 1 April – 31 March. However, this report links the annual Accountability Charter report to the annual financial year used by CIVICUS (January – December). This approach will be adopted in future, including if there are changes in CIVICUS' financial year dates.

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

Mark Nowottny, Coordination and Planning Manager, mark.nowottny@civicus.org, T. +27 11 833 5959

Postal address: PO Box 933, Southdale, Johannesburg, 2001, South Africa

Report Scope and Boundary

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

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

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

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

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

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

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

As mentioned, the basis for reporting is on the CIVICUS secretariat as an organisation, rather than on any joint ventures. For example, national level CIVICUS Civil Society Index projects are run and implemented by partners of CIVICUS, and funding is secured and administered separately by partners. Such joint activities only feature in this report to the extent that the CIVICUS secretariat was engaged. This is the same approach which was adopted in CIVICUS' first INGO Accountability Charter report using the new GRI reporting template, submitted 17 February 2011.

3.9 Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.

Data for this report is collected from appropriate units, departments and data-holders within the organisation, and is compiled by the Organisational Coordination Office. The data is as accurate as possible and correct to the best of our knowledge, given CIVICUS information management, which of course may contain occasional inaccuracies. Where quantitative data is estimated – such as in Indicator 10 (EN16) for greenhouse gas emissions – standard online estimation tools are used to extrapolate.

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

The answers to a number of questions in this 2011 INGO Accountability Charter are similar or identical to answers provided in our previous report, submitted 17 February 2011. 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, and that the organisation continued to operate during both reporting cycles under the same strategic plan: the 2008-2012 Strategic Directions.

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

There are no significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report, which are consistent with the previous report submitted under the GRI format on 17 February 2011.

GRI Content Index

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

Strategy and Profile Disclosures	Page
Strategy and Analysis	2
1.1 Statement from the most senior decision-maker of the organization.	2
Organisational Profile	3
2.1 Name of the organisation.	3
2.2 Primary activities (e.g., advocacy, social marketing, research, service provision, capacity building, humanitarian assistance, etc.). Indicate how these activities relate to the organisation's mission and primary strategic goals (e.g., on poverty reduction, environment, human rights, etc.).	3
2.3 Operational structure of the organisation, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures.	3
2.4 Location of organisation's headquarters.	4
2.5 Number of countries where the organisation operates.	5
2.6 Nature of ownership and legal form.	5
2.7 Target audience and affected stakeholders.	5
2.8 Scale of the reporting organisation.	5
2.9 Significant changes during the reporting period regarding size, structure, or ownership.	6
2.10 Awards received in the reporting period.	6
Report Parameters	7
Report Profile	7
3.1 Reporting period (e.g., fiscal/calendar year) for information provided.	7
3.2 Date of most recent previous report (if any).	7
3.3 Reporting cycle (annual, biennial, etc.).	7
3.4 Contact point for questions regarding the report or its contents.	7
Report Scope and Boundary	7
3.5 Process for defining report content.	7
3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	7
3.7 State any specific limitations on the scope or boundary of the report.	8
3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	8
3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	8
3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	8
GRI Content Index	9
3.12 Table identifying the location of the Standard Disclosures in the report.	9
Governance, Commitments, and Engagement Governance	12

Indicator 16: SO1 Nature, scope, and effectiveness of any programmes and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting. This indicator was designed to talk about the positive/negative side effects of what you do, not about your main purpose.	23
Indicator 17: SO3 Percentage of employees trained in organisation's anti-corruption policies and procedures.	24
Indicator 18: PR6 Programmes for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship.	25

4. Governance, Commitments, and Engagement Governance

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

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

Voting members appoint the CIVICUS Board of Directors every three years, as well as retaining the possibility of appointing Directors at any general meeting. The CIVICUS Board of Directors is comprised of up to fifteen Directors, each of whom can serve up to two terms (of three years each). Thirteen are elected by the members, and the Board then retains the option to co-opt and additional two members. 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 four Board Committees: the Executive Committee, the Outreach Committee, the Policy and Research Committee, and the Operations Committee responsible for primary financial oversight and acts as the Audit Committee. The Board can establish *ad hoc* committees to address any area of work.

Within this new 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 Policy and Research Committee, the Chair of the Outreach Committee, the Chair of the Operations Committee and the SG/CEO. The Executive Committee meets monthly by conference call on a regular date.

The Operations Committee, Outreach Committee and Policy and Research Committee are each tasked with overseeing the activities of the corresponding department (Operations Department, Outreach Department, Policy and Research Department). The Board can appoint any number of members to each Committee, and can co-opt additional Committee members from outside the Board of Directors. The committees meet regularly depending on need, usually quarterly.

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

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

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

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

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

The primary mechanism is through the members' Annual General Meeting, where members give feedback and guidance on the organisation's direction. The members' AGM takes place usually at the annual CIVICUS World Assembly, a global gathering of civil society representatives, and it is here that the audited financials are presented to members by the Board. Minutes of the meeting are made available on the CIVICUS website after the meeting. The CIVICUS Board also proactively uses the World Assembly as an opportunity for an informal sounding board with members, as well as the wider stakeholder constituency. In 2011, the World Assembly took place in Montreal in September, where it will also be held in 2012. A membership team based at the CIVICUS secretariat also works throughout the year to seek feedback and input from members into the work of both the organisation and Board.

Some mechanisms exist for employees to provide recommendations to the highest governance body, the CIVICUS Board. When the Board meets annually in Johannesburg there are scheduled staff-Board interactions on current issues affecting the well-being of the organisation. Staff, members, partners and donors are also involved in the regular appraisal of the SG/CEO carried out by the Board. However, the main mechanisms for staff-Board interaction continue to be through informal contact, primarily on programmatic issues.

Stakeholder Engagement

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

CIVICUS' primary constituency is civil society organisations, coalitions, networks and individuals, who make up the membership of the association. CIVICUS also works with many governments, including development agencies, as well as with academic institutions, research organisations, international financial institutions, intergovernmental organisations and the private sector. CIVICUS also reaches the broader public and individuals through a weekly e-newsletter, e-CIVICUS.

In 2011, CIVICUS sought to invest in new and better knowledge and contact management systems. Unfortunately, implementation of both Microsoft Sharepoint and the database system called CiviCRM were delayed due to financial and implementation challenges, but progress is expected in 2012. In the mean time, efforts have been taken to consolidate the lists of different stakeholder groups that CIVICUS works with, and CIVICUS' information management is gradually improving.

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

A CIVICUS membership policy (http://www.civicus.org/memberships/membership-policy) is in place identifying the five categories of membership: citizen organisations; nongovernmental grant-making organisations; individual members; youth members; corporate citizens/business associates.

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

In 2011, CIVICUS committed significant organisational attention to improving its network empowerment and outreach, ensuring that it has better information and criteria on which to identify and select stakeholders and partners capable of advancing shared interests. By the end of the reporting year, CIVICUS began to experiment with decentralising its work and staff, in an effort to improve engagement, coordination and synergy with external stakeholders (mainly partners). Two members of staff were placed in member organisations in Barbados and Argentina, where they have begun to develop CIVICUS' regional knowledge and proximity to local stakeholders in the Caribbean and Latin America respectively.

Data on Performance

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

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

CIVICUS is a membership association of civil society organisations and citizens, and therefore seeks to initiate programmes and interventions which make a positive contribution to these affected stakeholder groups. Through the Board of Directors (elected from CIVICUS members) and through regular member interaction, CIVICUS aims to give members a voice in shaping its programmes and projects. In the second half of 2011, an in-depth membership survey was carried out to map the needs and demands of CIVICUS members. CIVICUS is careful to provide continuous such opportunities for input, and in 2012 will launch a Strategy and Leadership Survey to choose the criteria for a new Secretary General, as well as a broader global consultation to set the new 2013-2017 Strategic Directions.

It is a central tenet of CIVICUS programming that projects should be undertaken in partnership wherever possible, and led predominantly by CIVICUS members or constituents. For example, the CIVICUS Civil Society Index is implemented by national partner organisations who are responsible and take ownership of the vast majority of the project, including fundraising and all research activities. 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. At the end of 2011, CIVICUS established a new project, the 2011 State of Civil Society Report (due for publication in April 2012). Despite operating against tight timelines, the project team actively included a wide range of CSI partners, CIVICUS members, external contributors who submitted short articles, CIVICUS Board members, and an Editorial Advisory Group of civil society experts to provide input throughout the process. These examples are illustrative of the concrete mechanisms which CIVICUS takes to ensure that its constituents are actively included throughout the life of the project cycle.

Where possible, CIVICUS also seeks to involve stakeholder groups in the monitoring and evaluation of policies and programmes. During the reporting period, CIVICUS published a major independent evaluation of the organisation between the period 2008-2010. This involved inclusion of many stakeholders, partners and members of the alliance, whose opinions and insights formed the basis of the report. The report is available online at: https://www.civicus.org/downloads/CIVICUS_Evaluation_Report_2011.pdf. The 2011 World Assembly evaluation similarly ensured that stakeholders' perspectives were actively considered.

The framework which governs the systematic inclusion of stakeholder groups in planning, learning, monitoring and evaluation and that it is not left to chance is CIVICUS' Impact Planning and Learning Framework.

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

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

In 2012, CIVICUS plans to improve its ways of capturing qualitative and quantitative feedback, and is developing simple, light and cost-effective ways of taking the pulse of how its constituents experience CIVICUS as an organisation. As well as adopting a new form for capturing all signs of impact, CIVICUS will calculate Net Promoter Scores on the quality of its membership experience, the quality of its knowledge products, the quality of its events, and staff morale, CIVICUS will be able to track on a monthly basis how its interventions, activities and programmes are being received by its external stakeholders. This will be active from Quarters 2 – 4.

With respect to complaints, CIVICUS does not have a formal complaints policy, and finds that because of the nature of its work, it receives extremely few formal complaints. However, in 2011, there were two examples of complaints which are illustrative of the concrete ways in which CIVICUS responds to and handles complaints. One complaint featured a volunteer being unhappy at her experience when providing an external service for free for the staff, while the other featured an external stakeholder's dissatisfaction at CIVICUS' approach to a programming issue. In both cases, the complaints were handled quickly and elevated to the Senior Management Team's attention swiftly when it became clear that they had caused real unhappiness. As a small organisation of 30-40 staff, it remains wholly appropriate that CIVICUS should handle this small volume of complaints by elevating concerns to the appropriate level through existing management channels.

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

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

In 2011, CIVICUS used its Impact Planning and Learning Framework (IPLF) to monitor, evaluate and learn about the effectiveness of its programmes and activities. Concrete steps and mechanisms include:-

- Regular quarterly or Biannual Progress Reports (BPRs) from all units, projects and departments on their activities and performance.

- These BPRs require managers, directors and project coordinators to report back on performance and progress made against annual unit and project operational plans.

- These BPRs require managers, directors and project coordinators to capture all signs of impact they recorded, as well as all external feedback received.

- These BPRs require managers, directors and project coordinators to report back on lessons learned during the reporting period.

- These BPRs are then interrogated during a biannual review workshop and an Annual Review Workshop. Following the Annual Review Workshop, a consolidated Annual Progress Report is prepared by the Organisational Coordination Office. This includes and captures the key lessons learned, as well as provides analysis of CIVICUS' performance against its annual plan, and the effectiveness of its internal systems and programming. For 2011, this report was produced and sent to the staff, management and Board in February 2012.

- In addition to this regular reporting and evaluation, the IPLF covers additional independent evaluations. In 2011, CIVICUS commissioned two independent evaluations: (1) CIVICUS evaluation 2008-2010 and (2) Eurasia IDEA Network project evaluation.

Outputs and reports from the IPLF are communicated to the appropriate audiences. Sometimes, this will be only internal (staff and management) but in cases where the evaluation is of public interest to our stakeholders and is independent, CIVICUS will be sure to communicate the findings by making the report available on the website and notifying constituents through e-CIVICUS.

In 2012, CIVICUS plans to improve its ways of capturing qualitative and quantitative feedback, and is developing simple, light and cost-effective ways of taking the pulse of how its constituents experience CIVICUS as an organisation. As well as adopting a new form for capturing all signs of impact, CIVICUS will calculate Net Promoter Scores on the quality of its membership experience, the quality of its knowledge products, the quality of its events, and staff morale, CIVICUS will be able to track on a monthly basis how its interventions, activities and programmes are being received by its external stakeholders. This will be active from Quarters 2 – 4.

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

In 2010, CIVICUS established a Gender & Diversity desk as part of the organisational restructuring. The desk has made some progress in embedding and mainstreaming gender in CIVICUS programmes and activities. Key successes include the design and development of tools to guide project coordinators in mainstreaming gender and diversity in their planning, implementation, reporting and monitoring and evaluation as part of CIVICUS' Impact Planning and Learning Framework. These are also available on the CIVICUS website at https://www.civicus.org/news-and-resources/toolkits/670-guidelines-for-gender-mainstreaming-in-project-stages and https://www.civicus.org/about-us/accountability/gender-and-diversity.

To support the role of the Gender & Diversity Officer, CIVICUS established a Gender & Diversity Advisory group in 2011, which meets quarterly to provide advice on the external and internal integration of gender and diversity within CIVICUS work. During 2011, the CIVICUS Secretary General participated as a member of this group.

During the course of the reporting period a gender and diversity scorecard was implemented as an aid to measure project and unit progress on gender and diversity against set plans. The Gender & Diversity Officer works with units and projects to ensure that gender and diversity are well represented in the design of all programmes.

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. An action research project to develop an implementable gender and diversity equality policy is also currently underway. 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.

At the end of 2011, CIVICUS began to widen its scope of work around diversity issues, and is looking forward in 2012 to strengthening its annual Youth Assembly, with the possible development of a youth initiative emerging from the 2012 Assembly which will encourage better inclusion and mainstreaming of youth in CIVICUS programming.

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

As a practice, advocacy positions and public awareness campaigns are always developed after carrying out thorough desk research which includes analysis of civil society and media reports as well as positions articulated on the issue by governments and inter-governmental bodies. The draft position is then circulated to civil society groups/ experts engaged on the issue for their feedback/ comments. Typically these organisations are established CIVICUS partners whose credibility has been vetted. Depending on the situation these could be based internationally or working in particular national or regional contexts. Internally, the unit that develops the position then submits it to the five-member Senior Management Team for sign off before it is circulated publicly.

During 2011, the CIVICUS Board Policy and Research Committee also discussed the formal mechanisms through which CIVICUS shapes its advocacy positions and public awareness campaigns.

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

CIVICUS is a membership association of civil society organisations and citizens based around the world. As an organisation, the success of CIVICUS depends upon being plugged in to ongoing civil society debates and to maintaining a strong awareness of the external

environment, including coordinating work with other organisations working on similar issues. CIVICUS has several mechanisms for achieving this. First, CIVICUS relies on contact with its members to be aware of what is going on in each country, and facilitates this through regular contact as well as annual general meetings. Second, at the annual CIVICUS World Assembly effort is taken to convene the key actors in the field and to engage in meaningful debate, which raises awareness of each other's activities. In 2011, the CIVICUS World Assembly was attended by 800 participants from 100 countries, adding real value to this debate. Third, the CIVICUS Board includes geographical representation of senior representatives from key organisations, and offers the senior management a pool of expertise and experience in the field of civil society strengthening. Fourth, CIVICUS' Policy and Research Department as part of the organisation; this department seeks to keep the organisation abreast of latest developments in the external environment. Finally, during 2011 CIVICUS undertook a preliminary internal mapping of civil society networks and processes, which contributed to internal understanding of CIVICUS' positioning in relation to other actors.

Economic

Indicator 7: NGO7 Resource allocation

During the reporting period, CIVICUS received funds either as project-specific funds ring-fenced for particular activities, or as "core" funding to be allocated more flexibly across the organisation.

During the reporting period, CIVICUS purchased a new financial accounting system, Pastel Evolution, which replaced Financial Edge. CIVICUS' Finance and Accounting policy manual was updated and enforced during the year. All these changes will go a long way in; 1. increasing efficiency by producing real-time reports. 2. increasing transparency in financial management.

Approximately 78% of CIVICUS funding was allocated to core costs, which is composed primarily of personnel costs, while 22% was allocated to project costs, including the Affinity Group of National Associations; Civil Society Index; Civil Society Watch; Development Effectiveness and Cooperation; Eurasia IDEA Network; Every Human Has Rights; Legitimacy, Transparency and Accountability; Participatory Governance; and World Assembly.

CIVICUS retains oversight mechanisms to ensure that resources are allocated correctly. Independent auditors carry out an annual audit of the CIVICUS finances in South Africa and the USA (the auditors for FY2010 were Aronson, Inc. and Douglas & Velcich); the 2011 audit is underway and likely to be finalised in April 2012. CIVICUS Board and its Finance and Audit Committee (since October 2010, the Operations Committee) retains an oversight function on all issues of financial management and resource allocation.

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

CIVICUS' financial year is from January to December every year. Financial information available covers the reporting period Jan-Dec 2011. Please note that these are only *estimates* at the time of submitting this report. The audited 2011 financials will only be released soon after the submission of this report, and cannot therefore be included here. They will be included in CIVICUS' annual report, which will be available online at www.civicus.org.

In the year 2011, our **gross income** was approximatelyUS$3.5 million, consisting of:

- Grants: US$ 3,338,023

- Membership: US$ 24,000

- Other: US$ 173,386

Top 5 donors of **income from governments and other public authorities:**

- Swedish International Development Cooperation Agency (SIDA): US$ 831,981

- Canadian International Development Agency (CIDA): US$ 403,079

- Irish Aid: US$ 268,800

- Norwegian Agency for Development Cooperation (NORAD): US$ 251,582

- UK Department For International Development (DFID): US$ 28,732

Top 5 donors of **income from trusts and foundations:**

- C.S. Mott Foundation US$ 151,000

- Nduna Foundation US$ 150,000

- Ford Foundation US$ 100,000

- Open Society Foundation US$ 24,274

- African Women Development Fund US$ 17,400

Top 5 donors **of income from non-governmental organisations:**

- Oxfam Novib US$ 268,230

- CONCORD US$ 57,159

- Oxfam GB US$ 52,439

- PSO US$ 50,628

- Freedom House US$22,964

Top 5 donors of **income from multilateral institutions:**

- EC US$ 169,122

- UNDEF US$ 10,000

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

CIVICUS has a general recruitment procedure which is applied for hiring of all vacant positions. There is no distinction made here between local and international hires, except for some junior positions for which the recruitment goes out primarily to South African job posting outlets. Recruitment processes are open and transparent, and are based on the principle of finding the best fit for the job. If necessary, CIVICUS may utilise the services of a Personnel Consultant/Company. 90% of interns are locally sourced. CIVICUS complies fully with South African Department of Home Affairs regulations on hiring of a local and international workforce.

The following is an extract from the Recruitment Policy;

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

CIVICUS has recently begun monitoring of local hiring in order to comply with local South African employment equity legislation. For example, in January 2011, 15% (2 out of 13) management staff were locally hired while 48% (12 out of 25) of the entire workforce (staff, volunteers, interns, consultants) were locally hired. In December 2011, 1 out of 5 members of the senior management team were locally hired from South Africa.

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

CIVICUS' greenhouse gas emissions from 2011 were approximately 94.5 metric tonnes. This is a very rough estimate based on an extrapolation of November and December staff travel calculations, which is the biggest source of emissions for an international organisation like CIVICUS. (A total of 137 000 km was travelled in November and December. Based on 0.115 kg per km, this works out at 15.755 metric tonnes. Extrapolated to the year we arrive at the figure of 94.5 tonnes).

Although the figure is a very rough estimate it is important to establish a base-line of CIVICUS' carbon emissions. CIVICUS committed in its last report for the Accountability Charter (February 2011) that it will begin to calculate and monitor greenhouse gas emissions. The new staff-based Accountability Working Group, set up to advance the accountability agenda within CIVICUS, was able to do this by the end of the year, which should help CIVICUS to track progress and improve performance.

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

CIVICUS committed in 2011 to beginning to monitor and track trends for its greenhouse gas emissions. The argument for deliberately reducing staff travel – the main source of emissions by CIVICUS – needs to be counter-balanced with the recognised need for the staff to interact with CIVICUS members and stakeholders and to adequately represent the organisation in key forums. Nevertheless, it is widely acknowledged that there are other ways of reducing emissions, whether at the office (increased insulation) or in carbon off-setting, and CIVICUS hopes in the coming months to develop an approach for reducing its emissions as well as monitoring them.

Labour

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

Within the reporting period CIVICUS maintained its workforce of between 35-45 employees, interns, volunteers and consultants.

Total workforce (staff, volunteers, interns, consultants): a total of 53 individuals worked for CIVICUS within the reporting period of January to December 2011. CIVICUS does not have a breakdown available for this period of the concentration of the workforce from different regions.

- Volunteers (those receiving a stipend): 2

- Unpaid volunteers: 1

- UN volunteers: 0

- Paid interns: 5

- Unpaid interns: 6

- Consultants: 7

- Regions/countries: 19

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

During the reporting period, three staff members attended short course trainings (one in Gender & Diversity, two in Knowledge Management). This is in line with local training regulations and through Services SETA, some training financial costs were refunded. Professional coaching was offered to Officer level staff. A total of eight Officers received four coaching sessions each to improve their organisational performance. However, external

workshops, international conferences and in-house staff training workshops were the key training opportunities utilised by the organisation. CIVICUS builds into its annual budget a small proportion of HR costs which are assigned to staff development.

In 2012, CIVICUS will implement across the organisation as a new training programme the Culture of Learning strategy, which will develop new ways for staff to learn from each other within a tight financial environment. This should also enable better reporting for 2012 on the average hours of training per staff.

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

During the reporting period, CIVICUS used the formal performance management policy and procedure. The fundamental principle of the system is that performance management is a regular and ongoing process. This is implemented by having monthly performance review discussions with all new staff members during the 3 month probation. After the probationary period, staff receive biannual performance appraisals, linked to the IPLF framework and evaluation of unit performance. Staff also receive an annual summative performance appraisal (using of a 360° feedback appraisal system), as well as regular informal performance management from their supervisors. This means that 100% of employees receive regular performance reviews.

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

Board: 50% (6) male vs. 50% (6) female at the end of the reporting period (1 vacancy remaining)

Senior Management Team: 40% (3) male vs. 60% (2) female at the end of the reporting period

Management Team: 50% (3) male vs. 50% (3) female at the end of the reporting period

Over 60% of CIVICUS staff members fall within the 30-40 age group, 5% above 40 and 30% lies within the 20-29 age group. Throughout the reporting period the organisation had a higher number of females than males, and a greater number of staff from the global South than the North.

Although CIVICUS gathers data on gender, age and local vs external hires for the purposes of meeting South Africa's Employment Equity legislation, as a small organisation it does not currently gather full data for all staff.

Society

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

Effective implementation of the six core processes of our new integrated Impact Planning and Learning Framework (IPLF) -assessment and planning, monitoring, reviews, 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. In 2011, CIVICUS published an independent mid-term evaluation of its current 2008-2012 Strategic Directions, as well as an independent evaluation of the Eurasia IDEA Network project, which assessed the organisation's impact on the groups it worked with.

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 minimising potential negative impacts. The guidelines require that clear implementation and exit strategies, risk assessment, problem analysis, and proper understanding of the stakeholders, targets and project locations are met before a new project or proposal is approved.

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

Although CIVICUS does not use standardised and regular mechanisms for collecting data, it is important to note that CIVICUS does not work directly with community members and does not interact with beneficiaries in the same way that a development organisation or charity might. Instead, CIVICUS works with CSOs, often at the national and international level, and therefore works indirectly through partners and members to amplify their work on behalf of communities.

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

CIVICUS did not during the reporting period (and does not now) have a specific anti-corruption policy and procedure. Therefore, 0% of employees received formal anti-corruption training from CIVICUS. However, CIVICUS is committed to fight corruption, including in the workplace, and does so through a number of other relevant policies, procedures and guidance documents. All new staff are inducted and trained in the following policies, procedures and guidance documents:

- Procurement Policy (adopted February 2009)

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

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

Product Responsibility

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

In terms of communications and marketing, CIVICUS does not formally adhere to any standards or voluntary codes related to advertising, marketing communication or promotions activities. Promotional activities are undertaken in line with CIVICUS explicit values regarding knowledge, reciprocity and principled courage. Internal procedures, including approval process with senior management, project leaders and managers are in place to ensure accuracy and truthfulness in promotional pieces. During 2011, CIVICUS did not undertake any paid advertising.

CIVICUS does not sell any products or services, except publications in association with established publishers. All other resource materials produced by CIVICUS are freely available via its website. The implementing of an email distribution system that allows subscribers to better manage their subscription personally and ensure automatic unsubscribes has increased effectiveness and efficiency in managing email lists. It also acts as a buffer for quality control on the subscriber side.

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

In terms of the number of complaints received CIVICUS did not receive any complaintsin 2011 for breaches of fundraising or marketing communications standards in relation either to affected stakeholders, or to the rights of donors.

Report Application Level		C	C+	B	B+	A	A+
Standard Disclosures	G3 Profile Disclosures OUTPUT	Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4, 4.14 - 4.15	Report Externally Assured	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17	Report Externally Assured	Same as requirement for Level B	Report Externally Assured
	G3 Management Approach Disclosures OUTPUT	Not Required		Management Approach Disclosures for each Indicator Category		Management Approach Disclosures for each Indicator Category	
	G3 Performance Indicators & Sector Supplement Performance Indicators OUTPUT	Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social and Environmental.		Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Reponsibility.		Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.	

*Sector supplement in final version

GRI Application Level C

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

Name: Mark Nowottny

Position: Coordination and Planning Manager

Date: 2 April 2012

'Copyright and Trademark Notice