



**INGO Accountability Charter Report
January 2012 – June 2013**

Filled in by:

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5 October 2013



PROFILE DISCLOSURES

1. Strategy and Analysis

1.1 Statement from the most senior decision-maker of the organisation.

The importance of civil society accountability was made clear to me even before I began role as Secretary General of CIVICUS at the start of 2013. An ambassador from an African country came up to me to congratulate me on my appointment, but then proceeded to give me a lecture about how, unlike the representatives of elected governments (including, coincidentally, himself), civil society organisations are not accountable.

As civil society, we often encounter such sentiments and perceptions on a daily basis, whether they are made openly or not. At CIVICUS, where our Civil Society Watch programme has tracked 378 threats to civil society in 84 countries over the last 18 months, we're well aware that this critique is often also adopted to restrict legitimate and valuable civil society work.

At CIVICUS we are acutely aware of the need for civil society – including organisations like ours – to consistently practice and demonstrate our accountability in everything we do. As such, I welcome my first opportunity to submit a report to the INGO Accountability Charter Independent Review Panel. This is now the third report which CIVICUS – a founding signatory of the Charter – has submitted using the new Global Reporting Initiative format. While we're aware of the burden which reporting puts on small civil society organisations like ourselves, this template nevertheless allows us to take stock of our performance against set indicators, using a widely recognised and trusted format. In doing so, it challenges us to think about the various components of what we do and allows us to reflect on our successes and failures.

Reporting to the INGO Accountability Charter also gives CIVICUS the chance to consider the importance of sustainability to our organisation and strategy. This year, we're proud to launch our new five year strategy, authored by our Board of Directors in consultation with our members, and our five year operational plan. In both (available on www.civicus.org), we reinforce the importance of building the long-term platforms which can enable the work of the CIVICUS alliance. Working better with our membership and broader constituency is absolutely central – from our programming and advocacy to our governance and ways of working. But so too is making sure that we have the best financial, IT, communications, knowledge management and impact planning systems, a balanced and talented labour force, and the right organisational culture and ethics in place. This report allows us to show where we are now on each of these fronts, as we embark on a journey over the next five years.

Dhananjayan (Danny) Sriskandarajah

Secretary General

CIVICUS: World Alliance for Citizen Participation

2. Organisational Profile

2.1 Name of the organisation.

CIVICUS: World Alliance for Citizen Participation

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 are governed by two documents.

Our strategy

Our 2013-2017 CIVICUS Strategic Priorities¹, authored in 2012 by our Board of Directors after extensive consultation with our members, outline CIVICUS' three overarching priorities during the next 5 years:

- Strategic Priority 1: Influence. We want to ensure that civil society is taken seriously and is able to have a stronger influence on the making of decisions that matter to people's lives.
- Strategic Priority 2: Connect. We want to connect the different sources and forces of citizen action so that citizen action as a whole becomes more robust and effective.
- Strategic Priority 3: Enable. We want to promote better conditions for civil society to do its work, and to enhance and protect optimal standards for all civil society.

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

Activities in our operational plan

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

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

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

- To generate and communicate knowledge and analysis about the state of civil society and emerging trends

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

At the time of submitting this report (1 October 2013), the 2013-2017 Operational Plan is in the final stages of design and layout and will be published on the CIVICUS website (www.civicus.org) during early October 2013.

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:

- Convening of 641 participants from 100 countries in defining a new social contract at the CIVICUS World Assembly in Montreal, Canada (September 2012). 60 participatory activities enabled participants to debate and exchange opinions and dialogue at the event, while impressive online engagement expanded the event's reach even further.
- Endorsement of CIVICUS' 2013-2017 strategic priorities by the membership and Board after a participatory planning process that included 14 physical consultations, 8 online consultations, and an online survey that captured the opinions and perspectives of nearly 1,000 CIVICUS constituents (throughout 2012).
- Publication of the first (April 2012) and second (April 2013) annual CIVICUS State of Civil Society reports (<http://socs.civicus.org>). The most recent featured over 30 in-depth analyses of the drivers behind changes to the enabling environment and innovative civil society responses, as well as the draft enabling environment index.
- Submission of 19 country reports on threats to freedoms of expression, association and assembly, as well as persecution of civil society activists, as part of the Universal Periodic Review process.
- Acting as the NGO Major Group Organising Partner during the Rio+20 conference, bringing the participation of small civil society organisations to the key conference paving the way for new Sustainable Development Goals (June 2012).
- Convening of 14 national-level civil society consultations on MDG delivery to-date and the post 2015 agenda to validate and enhance national reports for the Commonwealth Foundation and UN Millennium Campaign Breaking Point initiative (early 2013).

- Emergency advocacy support to 15 civil society actors from around the world for emergency advocacy interventions addressing a diverse array of human rights violations.
- Inclusion of CIVICUS inputs in civil society position statements on Sustainable Development Goals and MDGs, meetings related to the International Monetary Fund, World Economic Forum and World Bank, and country recommendations stemming from the UN Human Rights Council Universal Period Review.

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.

Geographical structure: The CIVICUS secretariat has four permanent office addresses, in Johannesburg, South Africa, in Geneva, Switzerland, in London, United Kingdom and in Washington DC, USA. The vast majority of staff are based in the Johannesburg head office. CIVICUS also employs a permanent representative to the United Nations in New York and occasionally has staff, consultants or volunteers located in different countries. The London office of CIVICUS opened at the end of the reporting period, in June 2013.

Governance and Board: A Board of Directors, consisting of 13 Directors elected by members of the CIVICUS alliance plus up to two co-opted Directors, provides oversight of the organisation's strategy, governance and annual budget, as well as guidance of the organisation's management and programmes. Board members serve for three year terms and can hold their post for a maximum of two successive terms. An election process to elect the incoming Board began in June 2013 and was overseen by the Nominations Committee, a subgroup of the Governance & Membership Committee. The voting process concludes at the end of September 2013. At the first meeting of the new Board scheduled for 9-10th November 2013, new officers will be selected from elected board members.

Within the CIVICUS Board, there are committees with specifically assigned responsibilities. During the first part of the reporting period from January 2012 until mid-2012, there were four committees in place (Executive Committee, Outreach Committee, Policy and Research Committee and Operations Committee (including finance, audit and risk functions)). The Board decided to restructure its Committee structure from mid-2012 until the end of the reporting period, in June 2013. During this period, there were four committees in place (Executive Committee, Governance and Membership Committee, Operations Committee (including finance, audit and risk functions), as well as an additional limited duration World Assembly Task Team which was co-led by Board and staff to assess the future direction of the CIVICUS World Assemblies. The Board can set up other *ad hoc* committees to address specific areas of work.

Internal Management: CIVICUS staff are led by a Secretary General (SG), who acts as the Chief Executive Officer and reports to and is appointed by the Board of Directors. A Senior Management Team, comprised of the SG, Deputy Secretary General, Director: Operations, Director: Policy and Research and Director: Outreach, made key decisions during 2012, although two of these positions were vacant at different points throughout the year. At the end of the reporting period in June 2013, CIVICUS put in place a new management structure. The Management Team now comprises the SG, Chief Operating Officer, Head of Partnerships, Head of Policy & Research, Head of Communication, Head of Strategy, Human Resource Development Manager and Financial Accountant. This team made key decisions during the first half of 2013 and will continue to do so in the newly established structure.

Organisational restructuring and renewal: In early 2012, the CIVICUS Secretary General, Ingrid Srinath, resigned from her post as CIVICUS Secretary General. During mid-2012, CIVICUS carried out an extensive search and recruitment process for the next Secretary General, during which time the role was filled by Katsuji Imata on an acting basis. In September 2012, CIVICUS appointed Dhananjayan (Danny) Sriskandarajah, who took up the post in January 2013. As described above, a new simplified organisational management structure has been implemented. On the whole, this restructuring took advantage of existing vacancies rather than resulting in staff retrenchments. The changes were designed to improve project management and effectiveness, decision-making, and accountability.

Change in Financial Year: The financial year was changed in 2013 from a calendar year (January – December) to July – June. This change aims to increase CIVICUS' financial resilience and synchronises CIVICUS' financial management with standard practice in South Africa, where the organisation is primarily based. The change in fiscal reporting also facilitates donor reporting and auditing in both USA and South Africa.

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, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.

CIVICUS is a global alliance that works at a global level with project partners and member organisations working internationally. At the end of June 2013, CIVICUS had members in 88 countries.

2.6 Nature of ownership and legal form. Details and current status of not-for-profit registration.

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 under the SA Companies Act. 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. Market served (including geographic breakdown, sector served, and types of affected stakeholders/consumers/beneficiaries).

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

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

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

Number of members and/or supporters: At the end of the reporting period, CIVICUS had a total of 1120 members. 150 of these are organisational and individual members with 'voting' rights, which means that they determine CIVICUS' strategic priorities by electing its governing body. In addition, CIVICUS has 970 members (both organisations and individuals) who believe in our cause and provide solidarity in our work, but who do not hold voting rights. At the start of the reporting period (early 2012), CIVICUS had a total of 367 members (201 organisational members and 166 individual members).

Number of volunteers (estimate numbers per category of volunteer – see LA1): CIVICUS engaged several volunteers during the reporting period from a variety of backgrounds, including 17 different countries. CIVICUS hosted 2 UN volunteers and 4 unpaid volunteers, as well as 8 paid interns, 7 unpaid interns (receiving stipends from funding sources other than CIVICUS) and employed 9 consultants.

Total income:

| | |
|---|-------------|
| Year 2013 (6 months: January-June) | \$1,980,131 |
| Year 2012 (12 months: January – December) | \$3 034 868 |

Number of employees:

34 Staff members and 4 Interns/Volunteers as at 30 June 2013.

Net revenues:

| | |
|---|-------------|
| Year 2013 (6 months: January-June) | \$317,535 |
| Year 2012 (12 months: January – December) | (\$ 29,203) |

Total capitalisation:

| | <u>Current Assets</u> | <u>Current Liabilities</u> |
|---|-----------------------|----------------------------|
| Year 2013 (6 months: January-June) | \$984,633 | \$759,673 |
| Year 2012 (12 months: January – December) | \$661,002 | \$721,211 |

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

CIVICUS works indirectly with a vast number of stakeholders, and produces research on issues with an extremely broad scope, such as the state of civil society, which is accessible and free. CIVICUS works directly to provide membership services to all its members (around 1,120 at the end of the reporting period in June 2013) and works intensively with many more programme partners. During the reporting period, major projects such as the Affinity Group of National Associations and the CIVICUS Civil Society Index worked with 61 and 35 partners respectively. CIVICUS' social media and communication platforms reach several thousand people on a regular basis. The Civic Space Initiative is in the planning stages of a global public awareness campaign that will reach a large international audience. CIVICUS works with 112 targeted civil society organisations that it engages and supports in relation to the United Nations Universal Periodic Review Process. Through CIVICUS' work, 49 more organisations are now raising awareness on freedom of expression and freedom of assembly through the Civic Space Initiative. Likewise, 49 organisations are now participating in multi-stakeholder development initiatives in respect to freedom of expression and freedom of assembly (e.g. Post-Busan and Rio+20). CIVICUS' New Social Contract project consultations involve at least 303 people.

Total assets:

| | |
|--------------------------------|-------------|
| Year 2013 (January-June) | \$1,282,827 |
| Year 2012 (January – December) | \$992,527 |

Breakdowns by country/region of the following:**Income by countries/regions that make up 5 percent or more of total funding income;**

Year January 2012 – June 2013. By region:

| | | |
|----------------|-------------|-----|
| Australia | \$339,775 | 8% |
| North America | \$592,955 | 13% |
| Scandinavia | \$2,572,670 | 57% |
| Western Europe | \$731,991 | 16% |

| | | |
|--------------|--------------------|-------------|
| Other | \$288,200 | 6% |
| Total | \$4,525,591 | 100% |

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

Follows income allocation as per above.

Employees: 34 Staff members and 4 Interns/Volunteers as at 30 June 2013.

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

The size of CIVICUS as a small-medium organisation has remained relatively stable during the reporting period. Regarding the structure, some changes have been implemented at the end of the reporting period with the arrival of new leadership, the incoming Secretary General. Governance and ownership of the organisation remained the same as previous years.

2.10 Awards received in the reporting period.

CIVICUS was placed in the Top 100 NGOs internationally by the Global Journal in 2013. This is the only international ranking of its kind for the NGO sector and demonstrates CIVICUS' important global reach and presence in the international arena. Other CIVICUS members were also mentioned in the Top 100, including Mercy Corps, Dhaka Ahsania Mission, and Greenpeace. More details can be found at <http://www.civicus.org/content/e-CIVICUS614.html>.

3. Report Parameters

Report Profile

3.1 Reporting period for information provided.

This report covers an 18 month period from January 2012 to June 2013, reflecting CIVICUS' move in the fiscal year from calendar to the reporting period July – June. The change in the Accountability Charter reporting period to correspond with this change in CIVICUS' financial year was agreed with the INGO Accountability Charter secretariat as the most effective and efficient way of reporting on this period.

3.2 Date of most recent previous report (if any).

2 April 2012 – available at: <http://www.ingoaccountabilitycharter.org/wpcms/wp-content/uploads/INGO-Accountability-Charter-Report-2011-CIVICUS.pdf>

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

Annual. The previous report covered the annual financial year used by CIVICUS (January – December 2011) and this report covers an 18-month period to reflect the new financial reporting cycle (July – June) and thus covers from January 2012 to June 2013.

3.4 Contact point for questions regarding the report or its contents.

Cecily Rawlinson, Coordinator of the Secretary General's Office,
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Report Scope and Boundary

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 GRI templates.

3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).

This report covers the activities and performance of the legally registered entity CIVICUS: World Alliance of Citizen Participation. Due to the nature of CIVICUS as a membership

based organisation, CIVICUS can be conceptualised as a secretariat for wider membership. Thus, this report does not cover or report on any activities of other organisations or partners who may be CIVICUS members and part of the CIVICUS alliance.

3.7 State any specific limitations on the scope or boundary of the report.

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. CIVICUS will be refining the tools of its Impact Planning and Learning Framework in late 2013 to align them with the new 2013-2017 Operational Plan, and some of these tools (such as an internal management dashboard) may help to improve the quality of data easily available for inclusion in future Accountability Charter reports.

3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.

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

3.9 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).

The answers to a number of questions in this 2012-2013 INGO Accountability Charter are very similar or identical to answers provided in CIVICUS' previous report, submitted 2 April 2012. 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. In addition, the main changes have been internal structural changes, as opposed to a shift in our programmatic focus. It is possible that the next report, covering July 2013 – June 2014 financial year, would reflect greater programmatic shifts given the adoption and emerging implementation of a new five year strategy and operational plan.

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

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

GRI Content Index

3.12 Table identifying the location of the Standard Disclosures in the report.

| | | |
|------|--|----|
| 1. | Strategy and Analysis | 2 |
| 1.1 | Statement from the most senior decision-maker of the organisation. | 2 |
| 2. | Organisational Profile | 3 |
| 2.1 | Name of the organisation..... | 3 |
| 2.2 | Primary activities..... | 3 |
| 2.3 | Operational structure of the organisation. | 5 |
| 2.4 | Location of organisation's headquarters. | 6 |
| 2.5 | Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report. | 6 |
| 2.6 | Nature of ownership and legal form. Details and current status of not-for-profit registration. | 6 |
| 2.7 | Target audience and affected stakeholders. Market served (including geographic breakdown, sector served, and types of affected stakeholders/consumers/beneficiaries). | 7 |
| 2.8 | Scale of the reporting organisation including number of members and/or supporters; number of volunteers; total income; number of employees; net sales (for private sector organisations) or net revenues (for public sector organisations); total capitalisation: report net assets broken down in terms of debt and equity or report in terms of assets and liabilities (for private sector organisations); and scope and scale of activities, or quantity of products or services provided. | 7 |
| 2.9 | Significant changes during the reporting period regarding size, structure, or ownership..... | 9 |
| 2.10 | Awards received in the reporting period..... | 9 |
| 3. | Report Parameters..... | 10 |
| | Report Profile..... | 10 |
| 3.1 | Reporting period for information provided..... | 10 |
| 3.2 | Date of most recent previous report (if any)..... | 10 |
| 3.3 | Reporting cycle (annual, biennial, etc.)..... | 10 |
| 3.4 | Contact point for questions regarding the report or its contents..... | 10 |
| | Report Scope and Boundary..... | 10 |
| 3.5 | Process for defining report content. | 10 |
| 3.6 | Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers)..... | 10 |
| 3.7 | State any specific limitations on the scope or boundary of the report. | 11 |

| | | |
|------|---|----|
| 3.8 | Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations. | 11 |
| 3.9 | Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods)..... | 11 |
| 3.10 | Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report..... | 11 |
| | GRI Content Index..... | 13 |
| 3.12 | Table identifying the location of the Standard Disclosures in the report. | 13 |
| 4. | Governance, Commitments, and Engagement..... | 16 |
| 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..... | 16 |
| 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). Report the division of powers between the highest governance body and the management and/or executives. | 17 |
| 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..... | 17 |
| 4.4 | Mechanisms for internal stakeholders (e.g., members), shareholders and employees to provide recommendations or direction to the highest governance body. | 17 |
| | Stakeholder Engagement..... | 18 |
| 4.14 | List of stakeholder groups engaged by the organisation. | 18 |
| 4.15 | Basis for identification and selection of stakeholders with whom to engage.... | 18 |
| | PERFORMANCE INDICATORS..... | 19 |
| | Programme Effectiveness | 19 |
| | Indicator 1: Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programmes..... | 19 |
| | Indicator 2: Mechanisms for feedback and complaints in relation to programs and policies and for determining actions to take in response to breaches of policies..... | 20 |
| | Indicator 3: System for programme monitoring, evaluation and learning, (including measuring programme effectiveness and impact) resulting changes to programs, and how they are communicated..... | 21 |
| | Indicator 4: Measures to integrate gender and diversity into program design and implementation, and the monitoring evaluation, and learning cycle. | 22 |
| | Indicator 5: Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns..... | 23 |

| | |
|---|----|
| Indicator 6: Processes to take into account and coordinate with the activities of other actors..... | 24 |
| Economic | 25 |
| Indicator 7: Resource allocation. | 25 |
| Indicator 8: Sources of funding by category and five largest donors and monetary value of their contribution..... | 26 |
| Indicator 9: Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation. | 26 |
| Environmental..... | 27 |
| Indicator 10: Total direct and indirect greenhouse gas emissions by weight. | 27 |
| Indicator 11: Initiatives to reduce greenhouse gas emissions and reductions achieved. | 27 |
| Labour..... | 28 |
| Indicator 12: Total workforce, including volunteers, by employment type, employment contract, and region. | 28 |
| Indicator 13: Average hours of training per year per employee by employee category. | 28 |
| Indicator 14: Percentage of employees receiving regular performance and career development reviews. | 29 |
| Indicator 15: Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity. | 29 |
| Society | 30 |
| Indicator 16: Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting. | 30 |
| Indicator 17: Percentage of employees trained in organisation's anti-corruption policies and procedures..... | 30 |
| Product Responsibility | 31 |
| Indicator 18: Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship. | 31 |

4. Governance, Commitments, and Engagement

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.

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. A process for the nomination, selection and election of the Board of Directors was held in the period June – September 2013, and overseen by the Nominations Committee. The newly elected CIVICUS Board of Directors will be announced in October 2013 and will convene for the first time in November 2013. The CIVICUS Board of Directors is comprised of up to fifteen Directors, each of whom can serve up to two consecutive terms (of three years each). Thirteen are elected by CIVICUS voting 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 specifically assigned responsibilities. During the first part of the reporting period from January 2012 until mid-2012, there were four committees in place (Executive Committee, Outreach Committee, Policy and Research Committee and Operations Committee (including finance, audit and risk functions)). The Board decided to restructure its Committee structure from mid-2012 until the end of the reporting period, in June 2013. During this period, there were four committees in place (Executive Committee, Governance and Membership Committee, Operations Committee (including finance, audit and risk functions), as well as an additional limited duration World Assembly Task Team which was co-led by Board and staff to assess the future direction of the CIVICUS World Assemblies. The Board can set up other ad hoc committees to address specific areas of work, and can co-opt additional members (outside the Board) for their individual expertise. For example, for the Board elections process, the Board established a Nominations Committee comprised of outgoing Directors who were not standing for re-election, responsible for overseeing the nominations and elections process. Within this Committee 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. The Executive Committee meets monthly by conference call and is comprised of the officers of the Board as well as the chairs of each of the Board Committees.

In 2013, CIVICUS also established two advisory groups, neither of which have any decision-making role and act in a purely advisory capacity. The Youth Advisory Group, comprised of

11 youth leaders, will act between January and December 2013 to strengthen youth participation in CIVICUS' work and programming, while a new CIVICUS Advisory Council will provide the Secretary General and Board with advice on key programmatic and organizational issues from the end of 2013. Both groups are provided with opportunities for interaction with the Board of Directors.

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

4.3 For 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.

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

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

The primary mechanism is through the CIVICUS Members' Annual General Meeting, where members give feedback and guidance on the organisation's direction. The members' AGM takes place usually at the annual CIVICUS World Assembly, a global gathering of civil society representatives. The AGM agenda includes the presentation of the Annual Report and audited Financial Report by the Board of Director, for approval by CIVICUS voting members. Minutes of the meeting are made available on the CIVICUS website after the meeting. The 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 2012, the World Assembly took place in Montreal in September. After 10 years of holding an annual World Assembly, 2013 was a year of reflection and critical evaluation of CIVICUS' flagship event, and the Members' AGM is therefore due to be held on 12 November 2013 in Johannesburg in the wings of CIVICUS' International Civil Society Week. The membership team based at the CIVICUS secretariat also works throughout the year to seek feedback and input from members into the work of both the organisation and Board.

Some mechanisms exist for employees to provide recommendations to the highest governance body, the CIVICUS Board. When the Board meets, there are scheduled staff-Board and member-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. Staff are also involved in the regular meetings of the Committees. The staff and Board also continue to interact on an ongoing basis on specific programmatic issues.

Stakeholder Engagement

4.14 List of stakeholder groups engaged by the organisation.

CIVICUS' primary constituency is our membership, comprised of civil society organisations, coalitions, networks and individuals. CIVICUS also works with many governments, including development agencies, as well as with academic institutions, research organisations, international financial institutions, intergovernmental organisations and the private sector. CIVICUS also reaches the broader public and individuals through a weekly e-newsletter, e-CIVICUS, available to both members and non-members. CIVICUS also has increased its media presence online in the reporting period, with published articles in popular online new portals such as Al Jazeera English and the Huffington Post.

In 2012, CIVICUS implemented a knowledge management system, Microsoft Sharepoint, and a database / constituent management system, CiviCRM, both of which should strengthen CIVICUS' technological capacity to engage strategically with its different stakeholder groups. The introduction of these systems should also facilitate better communication and information management among decentralised CIVICUS staff.

4.15 Basis for identification and selection of stakeholders with whom to engage.

CIVICUS' membership policy identifies five categories of membership: citizen organisations; nongovernmental grant-making organisations; individual members; youth members; corporate citizens/business associates.

During the reporting period, 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 and to improve the diversity and international representativeness of CIVICUS members.

PERFORMANCE INDICATORS

Programme Effectiveness

Indicator 1: Processes for involvement of affected stakeholder groups in 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, particularly on key decisions affecting the future of the organisation. For example, in 2012 CIVICUS conducted a Strategy and Leadership Survey to choose the criteria for recruiting the new Secretary General, and ensured that the search consultants employed to identify possible candidates spoke to a significant number of members as part of their scoping research.

During 2012, CIVICUS also ran an extensive consultative process to shape new strategic priorities for the alliance between 2013 and 2017. After 22 consultations and survey responses from 502 participants, the CIVICUS Board of Directors, responsible for setting the organisation's strategy, authored a new document setting out priorities for the coming five years². The findings of the consultation process were captured and published in a summary report³, demonstrating the link between what CIVICUS' constituents told the organisation and the final strategy which emerged. As indicated in the answers earlier in this report, the Strategic Priorities - influence, connect, enable - shape CIVICUS' programmatic activities. 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 – Rapid Assessment 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. In 2012, CIVICUS produced a new international publication - the 2011 State of Civil

² The full document, *CIVICUS: Our Strategic Priorities 2013-2017*, is available at <https://civicus.org/images/stories/CIVICUS%20SPs.English.Final.pdf>.

³ The full summary report of the consultation findings, *CIVICUS Strategic Priorities 2013-2017: What our constituents think* is available at <https://civicus.org/images/stories/CIVICUS%20SP%20Summary%20Consultation%20Report.pdf>.

Society Report. Despite tight publication deadlines, the project team actively included a wide range of global 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. The second edition of our flagship State of Civil Society Report was published in April 2013 and covers dozens of countries, and was compiled in the same collaborative manner as the 2012 edition. With both reports, the intention was to create a report which truly belonged to the CIVICUS alliance, rather than to staff within the secretariat. Positive feedback from constituents suggests that this was achieved to a large extent. CIVICUS' major new project, the Civic Space Initiative, involves working closely with partner organisations (the International Center for Not-for-Profit Law (ICNL), ARTICLE 19 and the World Movement for Democracy) in a consortium, playing to each organisation's strengths. One aspect of CIVICUS' added value in this project is the alliance's ability to involve its members in smaller projects, campaigns or pieces of work which form part of the overall Civic Space Initiative. For example, the "New Social Contract" component of the project works exclusively with CIVICUS members. These examples are illustrative of the concrete mechanisms which CIVICUS takes to ensure that its constituents are actively included throughout the life of the project cycle.

CIVICUS' Impact Planning and Learning Framework governs the systematic inclusion of stakeholder groups in planning, learning, monitoring and evaluation. This framework is undergoing review and improvement in late 2013, but will continue to put constituency feedback mechanisms at the heart of the way in which CIVICUS measures its success.

Indicator 2: Mechanisms for feedback and complaints in relation to programs and 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 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 six-month period. This results in quite substantive pieces of feedback being received and consolidated, which can range from feedback on the quality of an event or report to in-depth technical input on specific tools, such as CIVICUS' self-regulation guide for civil society accountability, the Civil Society Index – Rapid Assessment methodology, or new publications such as the State of Civil Society report.

In 2013, CIVICUS' Impact Planning and Learning Framework (IPLF) will be reviewed to improve all aspects of CIVICUS' reporting, planning and evaluation mechanisms. Recognising the valuable feedback from the INGO Accountability Charter Independent Review Panel on CIVICUS' previous report regarding the necessity of a complaints policy and procedure (even for a small organisation), this review of the IPLF will therefore include the development of a complaints policy and procedure, which will be made public on CIVICUS' website. Currently, although CIVICUS has extensive procedures and policies contained within its Staff Handbook for staff to make complaints (including a Grievance Procedure, Whistleblower Policy and Sexual Harassment Procedure), a formal policy creating mechanisms for external constituents will clarify and strengthen the organisation's

accountability in this area. Nevertheless, it should be noted that CIVICUS is not aware of receiving any formal complaints during the reporting period.

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

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

During the reporting period, CIVICUS used its Impact Planning and Learning Framework (IPLF) to monitor, evaluate and learn about the effectiveness of its programmes and activities. The primary tool and component of the IPLF during the reporting period remained the same as reported in the previous Accountability Charter Report: Biannual Progress Reports (BPRs), submitted by each unit and project on progress and performance against expected annual plans. BPRs are discussed and reviewed in staff learning workshops, with an Annual Progress Report, for internal learning purposes only, usually generated from the raw information provided. BPRs require those completing the report to capture specific signs of impact observed, to reflect on lessons learned, to capture specific data on stakeholders, participants and outreach, and to answer a number of other set questions. In addition to BPRs, CIVICUS carries out specific project evaluations on a needs basis and linked to particular project documents and requirements. During this reporting period, for example, an internal evaluation was carried out in May 2013 of CIVICUS' Affinity Group of National Associations project.

As reported in the previous INGO Accountability Charter Report, during 2012 CIVICUS experimented with improvements to the IPLF tools available. BPR templates were refined and streamlined to provide more concise but relevant information on programmatic performance. Additional "signs of impact" forms were introduced, with staff required to submit these on every occasion that a sign of impact was observed in their daily work. An organizational dashboard was also introduced, which for the first time sought not only to consolidate organizational management data (financial, communications, membership, and staff information), but also sought to gather simple and light-touch feedback from CIVICUS' constituents, generating Net Promoter Scores on key performance areas. This represents the first significant and sustained attempt within CIVICUS to introduce a regular feedback loop.

With the publication of CIVICUS' Operational Plan (OP), CIVICUS is now further improving and refining its Impact Planning and Learning Framework to ensure it is fit for purpose for monitoring and evaluating CIVICUS' new 2013-2017 OP. Refinements will include revision and improvement of the organisational dashboard, tailoring of BPR templates to include questions specific to each unit within CIVICUS and which will be better able to extract relevant information. The most significant improvement will be the development of six simple (but realistic and measurable) impact perception indicators to gauge CIVICUS' success against the core work outlined in its 5 year OP. Gathering data every year, the new information on these 6 impact perception indicators should provide clear and objective

quantitative evidence about the direction of travel for global civil society, as well as CIVICUS' contribution towards these changes. The guidelines around the new 2013-2017 Impact Planning and Learning Framework are summarised in CIVICUS' 2013-2017 OP, available on www.civicus.org from early October.

CIVICUS regularly makes changes to its programmes based on the lessons learned from its Impact Planning and Learning Framework. These usually take place by unit managers and project coordinators adapting their annual operational plans. This usually takes place at the six month mark, after the learning cycle and staff learning workshops, and the adapted annual operational plan governs the unit / project's work for the remaining six months of the year.

The findings from CIVICUS' monitoring and evaluation systems (i.e. the IPLF) are communicated to the appropriate audiences. Sometimes, this will be only internal (staff and management) but in cases where there is an independent evaluation of public interest, it will also include publication to a broader range of external stakeholders. Where such external evaluations exist, CIVICUS communicates the findings by making the report available on the website and notifying constituents through e-CIVICUS, our online newsletter.

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

CIVICUS' public positions and programming are both 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. In terms of diversity issues, a CIVICUS Youth Advisory Group began work in January 2013 to mainstream youth participation issues across CIVICUS' programming, including reviews of CIVICUS projects and programmes.

Alongside mainstreaming gender and diversity issues into its work, CIVICUS recognises the need for tailored and safe-guarded spaces to better amplify marginalised voices, and that mainstreaming does not necessarily equate to giving these voices and issues the full recognition they deserve. For example, CIVICUS' Youth Advisory Group has been actively searching for funding to develop new projects to encourage youth participation. On gender issues, CIVICUS carried out a substantial piece of research during early 2013, published as the headline article in e-CIVICUS "[Women in civil society: breaking the glass pyramid](#)".

In terms of its internal functioning, CIVICUS currently benefits from geographic, gender and cultural diversity in both the secretariat and Board, which aim to emulate the vibrancy of the greater CIVICUS alliance. The CIVICUS Board of Directors represents six continents and a broad spectrum of civil society sectors.⁴ Both the Board of Directors and the CIVICUS Secretariat strive to be gender-balanced, which is reflected in the table below (indicative of

⁴ Full details of the CIVICUS Board of Directors can be found here: <http://www.civicus.org/about-us-125/civicus-alliance/board>

the end of the reporting period).

| Diversity Table | Total | | Under-represented | |
|--------------------|--------|------|-------------------|------|
| | Female | Male | Female | Male |
| Board of Directors | 8 | 7 | 6 | 4 |
| Professional Staff | 21 | 11 | 10 | 7 |
| Support Staff | 2 | 2 | 2 | 2 |

For this exercise, CIVICUS defines under-represented as from non-European decent. The Secretariat and Board of Directors strive to represent the membership of a global civil society alliance as truly as possible. The CIVICUS Board of Directors is not only gender-balanced, but also geographically representative of most regions of the world. Similarly, CIVICUS staff represent 15 nationalities and a multitude of races, cultures, languages and religions, which with their diverse skills-sets, strengthens and improves the quality of CIVICUS' network engagement and representation of the broader alliance.

Indicator 5: 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 the SG/CEO. Selection of partners with whom policy positions are taken is based on an assessment of the partner organisation's values. Often, partners are well established CIVICUS members and partners with whom CIVICUS has a substantial track record of working with. When CIVICUS works with new partners on a position, care is taken to understand and evaluate the partner's values. Moreover, policy positions are based on both desk research as well as partner feedback. As a rule, facts outlined in policy positions are subjected to partner feedback from the ground.

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

All major advocacy and public awareness campaigns are subjected to a stakeholder consultation process. Thematic and regional consistency is maintained through bi-annual reporting process and as well as evaluation by CIVICUS' Impact, Planning and Learning Framework. CIVICUS also reports to its Board and membership on an annual process about

the scope of its advocacy and public awareness campaigns on an annual basis. Additionally, the 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 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.

Indicator 6: Processes to take into account and coordinate with the activities of 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, CIVICUS has 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 or displace our local partners. CIVICUS aims to complement their efforts by providing additional resources, advice and technical support. In addition, CIVICUS works to add value to their work by providing global comparison and exchange of best practice.

As a unique global alliance and an impartial and inclusive convenor, we always aim to broker consensus and look for points of intersection. CIVICUS occupies a unique position at the

global level and as such is well positioned to fulfil the functions of network and knowledge broker, seeking to bring together actors who may otherwise not meet or communicate effectively; bridging sectors, geographies and levels of engagement to identify common goals and opportunities for learning. CIVICUS helps to make these connections and bring the voices of ordinary citizens into crucial global debates. CIVICUS advocates for citizen participation as an essential component of governance and democracy worldwide.

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

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

Economic

Indicator 7: Resource allocation.

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' 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

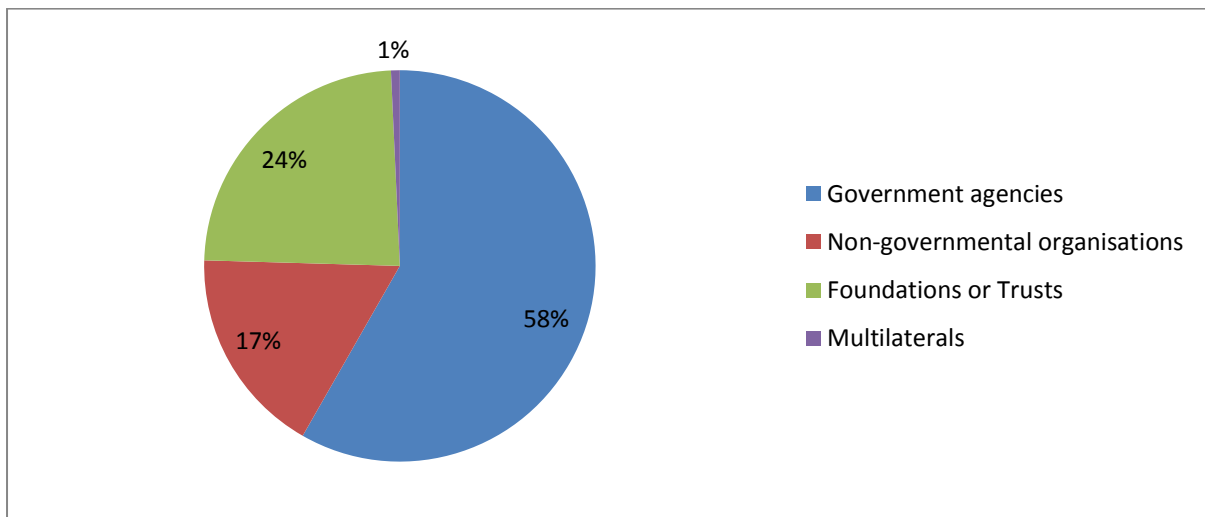
Indicator 8: Sources of funding by category and five largest donors and monetary value of their contribution.

In the reporting period, the five largest donors were Sweden, Australia, the Netherlands, Norway and Ireland with their monetary values contributed shown below.

Year January 2012 – June 2013

| | |
|------------------------------|-------------|
| 1. Sweden (SIDA) | \$2,126,040 |
| 2. Netherlands (Oxfam Novib) | \$389,351 |
| 3. Australia (AusAid) | \$339,775 |
| 4. Norway (NORAD) | \$279,989 |
| 5. Ireland (IRISH AID) | \$266,841 |

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



Indicator 9: Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.

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

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

specific skills pertaining to the specific position. In January 2012, 40% (14 out of 35) of the entire workforce were locally hired; and 20% (1 out of 5) members of the senior management team were locally hired. At 30 June 2013, 37.5% (3 out of 8) members of the management team are local hires.

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

Environmental

Indicator 10: Total direct and indirect greenhouse gas emissions by weight.

CIVICUS' greenhouse gas emissions from the reporting period were approximately 200.9 metric tonnes. This is an approximation drawn from electricity and gas consumption and average travel emissions. Electricity consumption resulted in approximately 77 metric tonnes of emissions. CIVICUS' gas consumption resulted in approximately 4.5 metric tonnes of emissions. Travel consumption resulted in approximately 119.4 metric tonnes, based on 10 short-haul flights, 20 medium haul flights and at least 70 long haul flights.

200.9 metric tonnes over 18 months represents an annual equivalent of 134 metric tonnes. This represents a significant increase on the figure for 2011 contained within our previous report (94.5 metric tonnes). However, we believe (though cannot be sure) that this increase is explained primarily by more accurate data and more accurate estimation of the totals (as well as inclusion of electricity and gas consumption in the total figures), rather than by substantial real increases in the greenhouse gas emissions.

Indicator 11: Initiatives to reduce greenhouse gas emissions and reductions achieved.

CIVICUS staff members are keenly aware of environmental issues faced by our organisation and our members, and this awareness is reflected institutionally. CIVICUS staff members are also conscious of the general desire to reduce staff travel, our main source of emissions by CIVICUS. However, this environmental consideration has to be counter-balanced with the recognised need for the staff to interact with CIVICUS members and stakeholders and to adequately represent the organisation in key forums. Indeed, our effective performance as a membership alliance and our mission arguably depends largely on our relationships and ability to maintain influence and connectivity through personal physical presence.

Nevertheless, CIVICUS took concrete steps during the reporting period to reduce greenhouse gas emissions. In 2013, insulation was installed in CIVICUS House, which reduced significantly electricity consumption (particularly during the cold winter months in Johannesburg). CIVICUS staff members have also started successful recycling initiatives within the office, working in partnership with others locally.

Labour

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

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

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

- Unpaid volunteers: 4
- UN volunteers: 2
- Paid interns: 8
- Unpaid interns: 7
- Consultants: 9
- Countries: 17

The vast majority of the workforce is employed in South Africa (in the sub-Saharan Africa region), with 3 full-time employees based in the Europe region and one full-time employee based in the North America region.

Indicator 13: Average hours of training per year per employee by employee category.

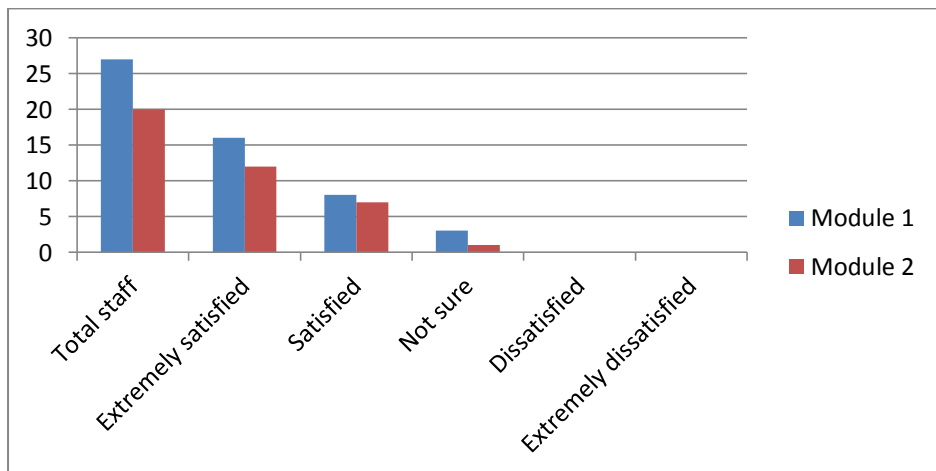
This report details actual training hours and not on average hours of training and development. Through the Services Seta, CIVICUS receives a 50% refund from Skills Development levies paid annually. During the reporting period the various training and development programmes included:

- 2 staff were trained in First Aid level 1
- 3 staff were trained on Sharepoint
- 11 staff (managers and project coordinators) were trained on MS Project 2010
- 2 managers were trained in MS Excel, one at beginner's level and the other at advanced level
- In-house project cycle management training for managers and project coordinators

A Culture of Learning programme (CoL) was developed and introduced in line with the agreed focus of on-going learning and development. The CoL has been integrated into the broader organisational learning and development strategy and kicked off with phase 1 planned for 2012. The first set of modules on Resource Mobilisation in March – fundraising and an Ambassador programme – was carried out in 4 separate sessions of 8 groups each. This was followed by phase 2 which focused on Individual Membership Recruitment.

The CoL phase 2 continued in May and June 2013. The Human Resource Development unit facilitated two interactive sessions, the first module covered the relevance of workplace policies and procedures with specific emphasis on CIVICUS' leave policies. The second

module covered the recruitment procedure and related processes such the induction process, written particulars of employment, the probationary period and work permit processes. Feedback received from staff who participated was positive overall, as captured in the table below.



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

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

CIVICUS' formal performance management policy and procedure promotes on-going and sustained performance delivery and professional growth. Performance reviews are conducted bi-annually with all staff and with all new staff during the 3 month probationary period. Staff members have an annual performance appraisal which includes an 360° feedback appraisal process and summarises that staff member's performance for the year. 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.

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

At the end of the reporting period:

- Board: 46.6% (7) male and 53.3% (8) female
- Management: 50% (4) male and 50% (4) female
- Total workforce: 33% (11) male and % 67 (21) female

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

Society

Indicator 16: Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting.

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 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.

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

All newly adopted policies are shared with staff and all newly appointed staff are inducted and trained on all organisational policies. In CIVICUS' previous Accountability Charter report CIVICUS reported that it did not have an anti-corruption policy. However, during this reporting period CIVICUS adopted and briefed staff on a Fraud Prevention policy, and also drafted an Information Privacy policy.

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

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

Product Responsibility

Indicator 18: Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, 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 courage⁵) and also all CIVICUS programmes, projects and activities uphold the UNDHR. In terms of communications and marketing, CIVICUS does not formally adhere to any standards or voluntary codes related to advertising, marketing communication or promotions activities. In addition, CIVICUS adheres to South African law. CIVICUS' membership database is carefully managed to ensure the privacy of our members is upheld.

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

Promotional activities are undertaken in line with CIVICUS' explicit values regarding knowledge, reciprocity and principled courage. Internal procedures, including approval process with senior management, project leaders and managers are in place to ensure accuracy and truthfulness in promotional pieces. During the reporting period, CIVICUS did not undertake any paid advertising for its programmes, membership or brand, though it did pay for advertising to rent out unused office space at CIVICUS House and to advertise for open jobs and vacancies.

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.

⁵ More details can be found here: <http://civicus.org/about-us-125>

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

Name: Cecily Rawlinson

Position: Coordinator, Secretary General's Office

Date: 5 October 2013

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