


# INGO Accountability Charter Interim Reporting Framework

## 1. Profile of the Organisation

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| <b>Name of the organisation</b> | Amnesty International  |
| <b>Vision</b>                   | Amnesty International's vision is of a world in which every person enjoys all of the human rights enshrined in the Universal Declaration of Human Rights and other international human rights instruments.   |
| <b>Mission</b>                  | In pursuit of this vision, Amnesty International's mission is to undertake research and action focused on preventing and ending grave abuses of these rights.  |
| <b>Values</b>                   | Amnesty International forms a global community of human rights defenders based on the principles of international solidarity, effective action for the individual victim, global coverage, the universality and indivisibility of human rights, impartiality and independence, and democracy and mutual respect. |
| <b>Primary brand</b>            |   |
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| <b>Major programmes</b> | <p>Amnesty International seeks to expose human rights abuses accurately, quickly and persistently. We address governments, intergovernmental organizations, armed political groups, companies and other non-state actors.</p> <p>We systematically and impartially research the facts of individual cases and patterns of human rights abuses. These findings are publicized, and members, supporters and staff mobilize public pressure on governments and others to stop the abuses. In addition to its work on specific abuses of human rights, Amnesty International urges all governments and all relevant powers to observe the rule of law, and to ratify and implement human rights standards; it carries out a wide range of human rights educational activities; and it encourages intergovernmental organizations, individuals, and all organs of society to support and respect human rights.</p> <p>During 2008-2010, our movement wide strategic programme focuses on key global campaigns:</p> <ul style="list-style-type: none"><li>• A campaign to Stop Violence Against Women</li><li>• A Campaign to Counter Torture with Justice</li><li>• A campaign of human rights celebration and challenge on the occasion of the 60th Anniversary of the Universal Declaration of Human Rights</li><li>• A campaign for human dignity which is promoting respect for the human rights of those living in poverty</li><li>• Campaigning for human rights accountability by corporate actors</li><li>• Campaigning for an effective global Arms Trade Treaty</li><li>• Campaigning against the Death Penalty</li></ul> <p>We will also monitor and research human rights across some 150 countries annually, publishing our findings in detail where appropriate and a summary of these in the form of an annual report on the state of the world's human rights.</p> |
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| <b>Core activities</b> | <p>All our campaigning and research is fact based. Among the many activities we carry out, we:</p> <ul style="list-style-type: none"><li>- Send experts to talk with victims</li><li>- Observe trials</li><li>- Interview local officials</li><li>- Liaise with human rights activists</li><li>- Monitor global and local media</li><li>- Publish detailed reports</li><li>- Inform the news media</li><li>- Publicize our concerns in documents, leaflets, posters, advertisements, newsletters and websites</li></ul> <p>We help stop human rights abuses by mobilizing the public to put pressure on governments, armed political groups, companies and intergovernmental bodies via:</p> <ul style="list-style-type: none"><li>- Public demonstrations</li><li>- Vigils</li><li>- Letter-writing campaigns</li><li>- Human rights education</li><li>- Awareness-raising</li><li>- Direct lobbying</li><li>- Targeted appeals</li><li>- Email petitions and other online actions</li><li>- Partnerships with local campaigning groups</li><li>- Community activities</li><li>- Work with student groups</li></ul> |
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| <b>Ownership and legal form</b>  | Amnesty International is an organization based on worldwide voluntary membership.  |
| <b>Operational structure</b><br><i>Including roles and responsibilities of global and national entities</i>                | Amnesty International is largely made up of national branches (sections and structures) and the International Secretariat. Sections and structures are branches at the national level carrying work to promote human rights in their own countries or region in accordance with Amnesty International's Statute. The global entity of the Amnesty International is the International Secretariat, which coordinates Amnesty International's day-to-day work at the global level.   |
| <b>Location and address of global headquarters/ secretariat</b>  | 1 Easton Street<br>London<br>WC1X 0DW, UK  |
| <b>Number of countries where the organisation operates</b><br><i>Please attach list of all countries where you operate</i> | We have sections and structures in 73 countries, which are: Algeria, Argentina, Australia, Austria, Belgium (Flemish speaking), Belgium (French speaking), Benin, Bermuda, Bolivia, Burkina Faso, Canada (English speaking), Canada (French speaking), Chile, Colombia, Cote D'Ivoire, Croatia, Czech Republic, Denmark, Ecuador, Faroe Islands, Finland, France, Germany, Ghana, Greece, Guyana, Hong Kong, Hungary, Iceland, India, Ireland, Israel, Italy, Japan, Luxembourg, Malaysia, Mali, Mauritius, Mexico, Moldova, Mongolia, Morocco, Nepal, Netherlands, New Zealand, Norway, Paraguay, Peru, Philippines, Poland, Portugal, Puerto Rico, Senegal, Sierra Leone, Slovakia, Slovenia, South Africa, South Korea, Spain, Sweden, Switzerland, Taiwan, Thailand, Togo, Tunisia, Turkey, UK, Ukraine, Uruguay, USA, Venezuela, Zambia, Zimbabwe |
| <b>Number of employees</b>   | ~1700 (450 at the International Secretariat)   |

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| <b>Finance</b>  | 2005<br>(Million Euros)  | 2006<br>(Million Euros)   | 2007<br>(Million Euros)   |
|---|--|---|---|
| Income from   |  |   |   |
| - Individual donations (supporters, members, legacies, bequests, gifts)   | 152  | 170   | 183   |
| - Foundations   |  |   |   |
| - Governments   |  |   |   |
| - International Organisations<br><i>UN, EU, World Bank etc.</i>   |  |   |   |
| - Business  |  |   |   |
| Others - <i>please specify: The amount AI receives from governments and foundations funds is very small (&lt;1% of income) and government funds are used only for human rights education.</i> | 29   | 21  | 23  |
| <b>TOTAL INCOME</b>   | <b>181</b>   | <b>191</b>  | <b>206</b>  |
| Total income by country - <i>for countries/regions that make up 5 percent or more of total income; <u>Please list countries and provide total income for each one</u></i>                     | <ul style="list-style-type: none"> <li>• USA – 38</li> <li>• UK (including London-based International Secretariat) – 32</li> <li>• Netherlands – 24</li> <li>• France – 13</li> <li>• Germany – 10</li> <li>• Australia – 9</li> </ul> | <ul style="list-style-type: none"> <li>• USA – 35</li> <li>• UK (including London-based International Secretariat) – 37</li> <li>• Netherlands – 23</li> <li>• France – 13</li> <li>• Germany – 11</li> <li>• Australia – 10</li> </ul> | <ul style="list-style-type: none"> <li>• USA – 38</li> <li>• UK (including London-based International Secretariat) – 37</li> <li>• Netherlands – 25</li> <li>• France – 14</li> <li>• Germany – 11</li> <li>• Australia – 11</li> </ul> |

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| Expenditure for   | 2005<br>(Million Euros)  | 2006<br>(Million Euros)  | 2007<br>(Million Euros)  |
|---|--|--|--|
| - Programmes and activities directly addressing the organisation's purpose  | 73   | 78   | 84   |
| - Fundraising   | 52   | 59   | 58   |
| - Communications  | 27   | 26   | 30   |
| - Administration  | 23   | 20   | 19   |
| - <b>Others - <i>please specify</i> (Governance, Interests payable)</b>   | 4  | 5  | 5  |
| <b>TOTAL EXPENDITURE</b>  | <b>179</b>   | <b>188</b>   | <b>196</b>   |
| <p><b>Total expenditure by country - for countries/regions that make up 5 percent or more of total expenditure</b><br/> <u>Please list countries and provide total expenditure for each one</u></p> <p><u>Figures for each country listed exclude money the country contributes to the International Secretariat (internally known as assessment)</u></p>                 | <ul style="list-style-type: none"> <li>• UK (including the London-based International Secretariat - 40) – 75</li> <li>• USA – 30</li> <li>• Netherlands – 18</li> <li>France – 10</li> </ul> | <ul style="list-style-type: none"> <li>• UK (including the London-based International Secretariat - 45) – 75</li> <li>• USA – 30</li> <li>• Netherlands – 15</li> <li>• France – 11</li> </ul> | <ul style="list-style-type: none"> <li>• UK (including the London-based International Secretariat - 52) – 79</li> <li>• USA – 29</li> <li>• Netherlands – 16</li> <li>• France – 10</li> </ul> |
| <b>Reserves</b> (Includes fixed assets investment, short-termed investments and cash, but excludes freehold land and buildings owned)   | <b>66</b>  | <b>68</b>  | <b>69</b>  |
| <p><b>Significant changes during the reporting period regarding size, structure, or ownership</b><br/> <i>including</i></p> <ul style="list-style-type: none"> <li>- the location of operations, including opening of new offices, starting new major activities, and closings</li> <li>- legal status or ownership</li> <li>- global structure and governance</li> </ul> | <b>None</b>  |  |  |

## 2. Compliance with the principles of the INGO Accountability Charter

### Respect for Universal Principles

| Best Practice  | Evidence   | Compliance  | Action Plan if not in Compliance  |
|--|--|---|---|
| Vision, mission, values and key documents position the organisation's work in the context of universal principles and relevant (e.g. UN) documents | The organisation's statutes and key programmatic documents.  | <ul style="list-style-type: none"> <li>○ Partially</li> </ul> | Through our internal INGO Charter compliance promotion program, we are strengthening reporting and managing our environmental impact of our operations. |
| The organisation's practice fully complies with its policies.  | The organisation confirms for the reporting period that it has not been in breach of Universal Principles and that it has not received any complaints concerning its alleged breach of these Principles. | <ul style="list-style-type: none"> <li>○ Yes</li> </ul>       |   |

### Independence

| Best Practice  | Evidence   | Compliance  | Action Plan if not in Compliance |
|--|--|---|----------------------------------|
| <ul style="list-style-type: none"> <li>- Organisation receives less than 50% from one single source;</li> <li>- Organisation is not owned/controlled by government, political party or business</li> </ul> | Documentation on <ul style="list-style-type: none"> <li>- ownership and</li> <li>- income</li> </ul> | <ul style="list-style-type: none"> <li>○ Yes</li> </ul> |                                  |

## Responsible Advocacy

| Best Practice  | Evidence  | Compliance   | Action Plan if not in Compliance |
|--|---|--------------|----------------------------------|
| <p>The organisation has written policies ensuring that its public policy positions and advocacy are</p> <ul style="list-style-type: none"> <li>- in line with its mission</li> <li>- accurate and</li> <li>- conform with applicable national law</li> </ul> | <p>The organisation’s written advocacy policies</p> <ul style="list-style-type: none"> <li>- describe the criteria or circumstances in which it will involve itself;</li> <li>- define the process for adopting and implementing its positions, involving partners, experts and other parties as appropriate;</li> <li>- contain due diligence provisions and sign off procedures ensuring legal compliance and avoiding unfair or irresponsible public criticism and undue harm to third parties.</li> </ul> | <p>o Yes</p> |                                  |
| <p>The organisation’s practice fully complies with its policies.</p>   | <p>Confirmation that no cases are known to the organisation where it may have been in breach.</p> <p>The organisation confirms for the reporting period that it has not been in breach of its own advocacy policies and that it has not received any complaints concerning its alleged breach of these policies.</p>  | <p>o Yes</p> |                                  |



## Effective Programmes

| Best Practice  | Evidence   | Compliance  | Action Plan if not in Compliance   |
|--|--|-------------|--|
| The organisation's programmes are conducted in genuine partnership with local communities. | The organisation's written programme strategy, evaluations of terminated and ongoing programmes and other relevant documents provide evidence that the organisation's programmes strengthen self-reliance, self-help and popular participation by empowering individuals and communities and building capacities of local structures.  | ○ Partially | We have policies in place to support partnerships but are working to strengthen these and their implementation through our planning and operational processes.             |
| The organisation's programmes aim for sustainable development.                             | The organisation's written programme strategy, evaluations of terminated and ongoing programmes and other relevant documents provide evidence that the organisation's programmes <ul style="list-style-type: none"> <li>- are based on the potential of local resources to sustain the activity</li> <li>- contribute to further strengthening sustainability at local level and</li> <li>- do not create or increase dependence on external support.</li> </ul>   | ○ Yes       | Although our work does not focus on economic development, we have policy in place to ensure our human rights advocacy work takes into consideration of local needs.        |
| The organisation's programmes are appropriate for the local needs and conditions.          | The organisation's written programme strategy, evaluations of terminated and ongoing programmes and other relevant documents provide evidence that the organisation's programmes <ul style="list-style-type: none"> <li>- take all relevant local conditions into account, e.g. by involving local stakeholders in all stages of programme design and implementation</li> <li>- take appropriate care of relevant local gender, diversity, cultural and religious issues;</li> <li>- avoid negative environmental impact and, where possible, secure a positive impact.</li> </ul> | ○ Partially | We have policies in place and we are working to strengthen the implementation of these policies through strengthening this area in our planning and operational processes. |

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| <b>Best Practice</b>  | <b>Evidence</b>   | <b>Compliance</b>                                       | <b>Action Plan if not in Compliance</b> |
|---|---|---|---|
| The organisation's practice fully complies with its policies. | Confirmation that no cases are known to the organisation where it may have been in breach. The organisation confirms for the reporting period that it has not been in breach of its own programme policies and that it has not received any complaints concerning its alleged breach of these policies. | <ul style="list-style-type: none"> <li>○ Yes</li> </ul> |   |

### Non-Discrimination

| <b>Best Practice</b>   | <b>Evidence</b>   | <b>Compliance</b>   | <b>Action Plan if not in Compliance</b>   |
|--|---|---|---|
| The organisation promotes diversity, gender equity and balance, impartiality and non-discrimination in all activities, both internal and external. | <ul style="list-style-type: none"> <li>- The organisation's written non-discrimination policy affirming its commitment to gender equity, to ethnic and racial diversity, to the inclusion of people with disabilities at staff and board levels;</li> <li>- The organization's plans and operations which fully reflect the non-discrimination policy;</li> <li>- The organisation's most recent personnel orientations, trainings and instructional material addressing non-discrimination.</li> </ul> | <ul style="list-style-type: none"> <li>○ Yes</li> </ul>       |   |
| The organisation's practice fully complies with its policies.  | The organisation confirms for the reporting period that it has no knowledge of cases where it may have been in breach of its own non-discrimination policy and that it has not received any complaints concerning its alleged breach of these policies.   | <ul style="list-style-type: none"> <li>○ Partially</li> </ul> | A former employee lodged a complaint of discrimination with an Employment tribunal. The final outcome of that case is not known at the time of writing. |

## Transparency

| Best Practice   | Evidence  | Compliance  | Action Plan if not in Compliance |
|---|---|---|----------------------------------|
| <p>The organisation is open, transparent and honest about its structures, mission, policies and activities.</p> | <ul style="list-style-type: none"> <li>- The organisation’s reports which adhere to generally accepted standards of technical accuracy and honesty in presenting and interpreting data and research;</li> <li>- The organisation complies with relevant governance, financial accounting and reporting requirements in the countries where it is based and operates.</li> </ul>   | <ul style="list-style-type: none"> <li>o Yes</li> </ul> |                                  |
| <p>The organisation reports publicly at least once a year about its activities and achievements.</p>            | <p>The organisation’s annual report which contains:</p> <ul style="list-style-type: none"> <li>- Mission and values;</li> <li>- Objectives and outcomes achieved in programme and advocacy;</li> <li>- Environmental impact;</li> <li>- Human rights impact;</li> <li>- Governance structure and processes, and main office bearers;</li> <li>- Main sources of funding from corporations, foundations, governments, and individuals;</li> <li>- Financial performance;</li> <li>- Compliance with the INGO Accountability Charter and</li> <li>- Contact details.</li> </ul> | <ul style="list-style-type: none"> <li>o Yes</li> </ul> |                                  |

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| <b>Best Practice</b>  | <b>Evidence</b>  | <b>Compliance</b>                                       | <b>Action Plan if not in Compliance</b> |
|---|--|---|---|
| The organisation's annual financial report will conform to relevant laws and practices and be audited by a qualified independent public accountant whose statement will accompany the report. | Independently audited annual accounts  | <ul style="list-style-type: none"> <li>○ Yes</li> </ul> |   |
| The organisation's practice fully complies with its policies.   | The organisation confirms for the reporting period that it has no knowledge of any complaints concerning the accuracy or relevance of its reporting and that it has not received any complaints concerning its alleged breach of its reporting provisions. | <ul style="list-style-type: none"> <li>○ Yes</li> </ul> |   |

## Good Governance

| Best Practice   | Evidence  | Compliance  | Action Plan if not in Compliance |
|---|---|---|----------------------------------|
| <p>The organisation has a governing body which has responsibility for the oversight of all aspects of the organisation.</p> | <p>The organisation’s bylaws, terms of reference for the governing body, and relevant policies and procedures allocate ultimate authority to the organisation’s governing body.</p> <p>These documents also state that the governing body</p> <ul style="list-style-type: none"> <li>- selects, supervises and evaluates the chief executive,</li> <li>- oversees programme and budgetary matters</li> <li>- defines the overall strategy, consistent with the organisational mission,</li> <li>- verifies that resources are used efficiently and appropriately,</li> <li>- ensures that performance is measured,</li> <li>- secures financial integrity and</li> <li>- makes sure that public trust is maintained.</li> </ul> <p>Documentation on the activities of the governing body shows that all the above tasks have been undertaken thoroughly and successfully.</p> | <ul style="list-style-type: none"> <li>o Yes</li> </ul> |                                  |

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| Best Practice  | Evidence  | Compliance  | Action Plan if not in Compliance  |
|--|---|---|---|
| <p>The work of the organisation's governing body takes place in a clearly defined framework of rules and procedures covering the appointment, responsibilities and terms of members of the governing body.</p> | <p>The organisation's bylaws, terms of reference for the governing body, and relevant policies and procedures</p> <ul style="list-style-type: none"> <li>- identify required qualifications and expertise of the members of the governing body and the mix of skills across the group</li> <li>- specify the frequency of meetings of the governing body (at least two meetings per year),</li> <li>- specify adequate attendance by directors (at least a majority of <i>directors</i> on average), and</li> <li>- lay down voting requirements</li> <li>- provide a process for evaluating the governance body's own performance.</li> </ul> <p>Records of the meetings provide evidence that meetings were held and which decisions were taken. A regular general meeting takes place with authority to appoint and replace members of the governing body.</p> | <ul style="list-style-type: none"> <li>o Yes</li> </ul>     |   |
| <p>The organisation tries to prevent and, if they occur, actively manages conflicts of interest.</p>   | <p>The organisation's bylaws, terms of reference for the governing body, and relevant policies and procedures require that members of the governing body and employees:</p> <ul style="list-style-type: none"> <li>- disclose any affiliation they have with an actual or potential supplier of goods and services, recipient of grant funds, or organisation with competing or conflicting objectives;</li> <li>- absent themselves from discussion and abstain from voting or otherwise participating in a decision on any issue in which there is a conflict of interest; and</li> <li>- refuse large or otherwise inappropriate gifts for personal use.</li> </ul>  | <ul style="list-style-type: none"> <li>o Partial</li> </ul> | <p>We have conflicts of interest policy in place but its application across all AI entities needs to be strengthened.</p> |

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| Best Practice   | Evidence   | Compliance                | Action Plan if not in Compliance |
|---|--|---------------------------|----------------------------------|
| The organisation's practice fully complies with its policies. | The organisation confirms for the reporting period that it has no knowledge of any irregularities in its governance system and that it has not received any complaints against its governance system or members of its governing body. | <input type="radio"/> Yes |                                  |

### Ethical Fundraising

| Best Practice  | Evidence   | Compliance                | Action Plan if not in Compliance |
|--|--|---------------------------|----------------------------------|
| The organisation respects the rights and wishes of donors. | <p>The organisation's written policy confirms donors' rights</p> <ul style="list-style-type: none"> <li>- to be informed about causes for which the organisation is fundraising;</li> <li>- to be informed about how their donation is being used;</li> <li>- to have their names deleted from mailing lists;</li> <li>- to be informed of the status and authority of fundraisers and</li> <li>- to anonymity except in cases where the size of their donation is such that it might be relevant to the organisation's independence and</li> <li>- that donations accepted for a specific purpose, are used for that purpose.</li> </ul> <p>The organisation's fundraising and donor information materials and donor communication are complying with donors' rights.</p> | <input type="radio"/> Yes |                                  |

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| Best Practice  | Evidence  | Compliance  | Action Plan if not in Compliance  |
|--|---|---|---|
| <p>In raising funds, the organisation accurately describes its activities and needs. It uses donations in line with the information and assurances given to the donor.</p> | <p>The organisation’s fundraising materials and communication</p> <ul style="list-style-type: none"> <li>- show how the donation will further the organisation’s mission;</li> <li>- neither minimise nor overstate the size or urgency of the challenge the organisation wants to address;</li> <li>- do not contain any material omissions or exaggerations of facts, misleading photographs, nor create a false impression or misunderstanding;</li> <li>- show how organisation will handle any shortfall or excess of income raised for a specific project.</li> </ul> <p>The organisation’s donor information materials and communication provide detailed documentation on the use of donations.</p> <p>Donors’ surveys show that the organisation’s intended message is accurately getting through.</p> | <ul style="list-style-type: none"> <li>o Partial</li> </ul> | <p>We do not have standard processes across our entities for handling of shortfalls from or excesses in donations – reflecting the fact that we rarely undertake large “single issue” fundraising drives.</p> |



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| Best Practice  | Evidence   | Compliance  | Action Plan if not in Compliance   |
|--|--|---|--|
| <p>The organisation records and publishes details of all major institutional gifts and gifts-in-kind clearly describing the valuation and auditing methods used.</p>   | <p>The organisation’s written gifts-in-kind policy</p> <ul style="list-style-type: none"> <li>- states under which conditions and for which purposes gifts-in-kind are being accepted;</li> <li>- provides clear parameters for valuation and auditing of gifts-in-kind.</li> </ul> <p>The organisation’s documentation of all major institutional gifts and gifts-in-kind is complete and up-to-date.</p> | <ul style="list-style-type: none"> <li>○ Partially</li> </ul> | <p>Through our internal INGO Charter compliance promotion program, we are strengthening reporting of gifts-in-kinds.</p> |
| <p>The organisation ensures that donations sought indirectly, such as through third parties, are solicited and received in full conformity with its own practices.</p> | <p>The organisation’s policy for the use of agents or other third parties for fundraising purposes states</p> <ul style="list-style-type: none"> <li>- that contracts between the organisation and a third party will be in writing and</li> <li>- that these contracts will oblige the third party to comply fully with the organisation’s fundraising policy and ethical standards.</li> </ul>           | <ul style="list-style-type: none"> <li>○ Yes</li> </ul>       |  |
| <p>The organisation’s practice fully complies with its policies.</p>   | <p>The organisation confirms for the reporting period that it has no knowledge of any significant breaches of its fundraising and related policies and that it has not received any complaints concerning its own or its agents’ fundraising materials and practice.</p>   | <ul style="list-style-type: none"> <li>○ Yes</li> </ul>       |  |

## Professional Management

| Best Practice   | Evidence  | Compliance                       | Action Plan if not in Compliance |
|---|---|----------------------------------|----------------------------------|
| <p>The organisation's management is professional and effective and the organisation's policies and procedures seek to promote excellence in all respects.</p> | <p>The organisation's written management terms and conditions, policies and procedures contain</p> <ul style="list-style-type: none"> <li>- job specifications and personnel profiles for the CEO and Senior Management Team positions</li> <li>- annual work plans for the CEO and the Senior Management Team directly referring to the organisation's strategy</li> <li>- an appraisal system with the CEO being appraised by the governing body.</li> </ul> <p>The organisation's strategy and key policies lay down clear objectives and criteria defining excellence.</p>  | <p><input type="radio"/> Yes</p> |                                  |
| <p>Financial management and control ensure that all funds are effectively used and minimise the risk of funds being misused.</p>                              | <p>The organisation operates according to a budget approved by its governing body.</p> <p>The organisation exercises adequate internal controls over disbursements to avoid unauthorised payments, prohibiting any un-auditable transactions or loans to members of its governing body or staff.</p> <p>The organisation's annual, audited financial statements</p> <ul style="list-style-type: none"> <li>- are produced by a certified public accountant;</li> <li>- presented timely (normally not later than 6 months after the end of the financial year) and in line with the organisation's written finance policy;</li> <li>- comply with nationally accepted accounting standards and legal requirements.</li> </ul> | <p><input type="radio"/> Yes</p> |                                  |

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| <b>Best Practice</b>   | <b>Evidence</b>  | <b>Compliance</b>   | <b>Action Plan if not in Compliance</b>   |
|--|--|---|---|
| <p>The organisation has evaluation procedures for its governing body, staff, programmes and projects and conducts monitoring and evaluation on the basis of mutual accountability.</p> | <p>The organisation incorporates appropriate monitoring and evaluation practices in all relevant policies and systems establishing mutual accountability as part of its culture.</p> <p>The organisation conducts regular and deliberate evaluative activities to examine progress towards its goals and mission; and applies in its budget and work plans adequate financial and human resources for monitoring and evaluation.</p> | <ul style="list-style-type: none"> <li>○ Yes</li> </ul>       | <p>A standardized reporting system on activities of all branches entities to strengthen program monitoring and evaluation is being developed.</p> |
| <p>The organisation ensures that its partners meet the highest standards of probity and accountability.</p>  | <p>In its policies guiding the selection of and cooperation with partners the organisation</p> <ul style="list-style-type: none"> <li>- identifies adequate criteria for the selection of effective, legitimate and reliable partners;</li> <li>- takes adequate provisions to exclude links with organisations or individuals involved in illegal or unethical practice.</li> </ul>   | <ul style="list-style-type: none"> <li>○ Partially</li> </ul> | <p>Policies on procurement under development.</p>   |

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| Best Practice  | Evidence   | Compliance  | Action Plan if not in Compliance   |
|--|--|---|--|
| <p>The organisation recognises the crucial role the quality and dedication of its staff play in the success of its work and is committed to investing in human resource development.</p> | <p>The organisation's written human resources policies and procedures</p> <ul style="list-style-type: none"> <li>- conform fully with relevant international and national labour regulations;</li> <li>- provide for remuneration and benefits levels which strike a balance between public expectations of not-for-profit organisations and the need to attract and retain the staff the organisation needs to fulfil its mission;</li> <li>- apply the best voluntary sector practices in terms of employee and volunteer rights and health and safety at work.</li> <li>- include procedures for evaluating the performance of all staff on a regular basis.</li> </ul> | <ul style="list-style-type: none"> <li>o Yes</li> </ul>       |  |
| <p>The organisation takes all required provisions to exclude corruption and bribery from its work.</p>   | <p>The organisation's relevant policies</p> <ul style="list-style-type: none"> <li>- specifically prohibit acts of bribery or corruption by staff or other persons working for, or on behalf of, the organisation;</li> <li>- identify appropriate steps to be undertaken in cases of suspected bribery or corruption.</li> </ul>  | <ul style="list-style-type: none"> <li>o Partially</li> </ul> | <p>About 1/3 of movement's entities do not have such policy. We need to ensure these entities to develop this policy and enforce it.</p> |
| <p>The organisation respects sexual integrity in all its programmes and activities, and prohibits gender harassment, sexual exploitation and discrimination.</p>                         | <p>The organisation's relevant policies contain appropriate provisions</p> <ul style="list-style-type: none"> <li>- preventing sexual exploitation, abuse;</li> <li>- ensuring gender equality;</li> <li>- preventing discrimination in all its forms;</li> <li>- fostering ethnic and racial diversity.</li> </ul>  | <ul style="list-style-type: none"> <li>o Yes</li> </ul>       |  |

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| Best Practice  | Evidence   | Compliance | Action Plan if not in Compliance |
|--|--|------------|----------------------------------|
| The organisation provides internal feed-back mechanisms making sure that the organisation consistently stays within its ethical and legal framework and follows its mission. | The organisation’s written whistle-blowing policy enables and encourages staff to draw management’s attention to activities that may not comply with the law or the organisation’s mission and commitments, including the provisions of the INGO Accountability Charter.   | ○ Yes      |                                  |
|  | The organisation confirms for the reporting period that it has no knowledge of any significant breaches of its management policies or related policies and procedures and that it has not received any major complaints concerning its management provisions and practice. | ○ Yes      |                                  |

Date: 13 December 2008

Peter Pack  
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Chair of the Board

Irene Khan  
.....  
Chief Executive Officer