

Improvement Analysis CIVICUS 2020-21 Report

Key strategic indicators for success(A2)

The current [Strategic Plan 2017 - 2022](#) was informed by the inputs of members and partners from around the world. Its strategic goals, objectives and long-term outcomes are presented in a table.

Performance is measured through the [Impact and Accountability Framework](#), which is underpinned by the [developmental evaluation framework \(DE\)](#). Each year, workplans are developed and progress is monitored with the [DevResults](#) system. Data on progress feeds into different reflection and reporting processes, which include inputs from members and stakeholders, and are used to inform and strengthen future workplans and adapt ongoing activity. New tools and processes are incorporated to support analysis and reflection.

The Panel noted that the strategic plan did not appear to include any actual target indicators (in particular qualitative ones) for the period, making it difficult to measure and assess the organisation's overall success in this area.

Minimising negative impacts on stakeholders(C4)

The [Member Code of Conduct](#), which ensures that values outlined in the [Membership Policy](#) are at the core of members' work, has been strengthened by becoming more inclusive, explicit and comprehensive. The code is supported by various policies, including those on harassment and discrimination.

The report also refers to the mechanisms to report contravening of the code, and an example of how the organisation responded to a case of violation of the code is shared. The code is also complemented by context specific guidance.

Risk assessments are carried out to ensure that stakeholders are not put at risk and a 'do no harm' framework and programmatic risk matrix supports this. However it is not clear to the Panel what are or could have been negative impacts on which stakeholders that are averted.



While the report outlined the policy/process framework, there was limited information as to whether it is working (or has been successfully translated into action).

Complaints handling mechanisms and overview of complaints (internal)(J4)

It is stated that a Grievance Policy is in place and includes steps and timeframes for handling complaints. A grievance procedure document has been shared with the Panel. The Grievance policy is socialised across staff through the new staff orientation sessions.

Moving forward it is planned to regularly socialise the Grievance Policy more regularly and an external expert will facilitate dedicated sessions. The Panel notes positively this initiative as the low numbers of complaints (only one) might be caused by lack of awareness among staff. The Panel would be interested to know whether the organisation captures complaints raised through other channels, including informal ones.