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GRI Level C reporting template for NGOs

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CEE Bankwatch Network

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

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43

1 Strategy and Analysis

44

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

(from Mark Fodor, Executive Director) Given its goal to change institution's behaviour to become more sustainable, Bankwatch strives to change itself, too. Sustainability is looked at from several angles and measures are reviewed and will continue to be reviewed as recommendations make their way to the management and governance bodies of Bankwatch. Most recently we reviewed our travel policy in which we agreed clear internal guidelines that encourage our staff to use less polluting forms of transport; we are equally responsive to requests for increased accountability arising both internally and externally (most recently, management chose to make the memos of its management meetings available to all internal stakeholders on its secure site). There clearly is still a lot to do for BWN to be fully accountable and sustainable. In the short-term, the approach will depend on internal initiatives to make change happen, for which I will continue to ensure that management continues to listen to staff and follow up on sustainability issues that have been raised. Longer term, we clearly need to think of a proactive approach to looking at our impact and how we can best ensure that in our operations are both environmentally and socially sustainable. Our current strategy is allowing for us to move in that direction, in that Bankwatch is increasing its focus on its internal operations with the restructuring that is taking place in order to achieve its latest strategy.

46 **2. Organizational Profile**

47 **2.1 Name of the organization. [GRI NGOSS: p. 26]**

48 **Central and Eastern European Bankwatch Network (BWN)**

49

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

BWN is working to prevent the environmentally and socially harmful impacts of international development finance, and to promote alternative solutions and public participation.

BWN's mission – strategic goals are:

To create public awareness about the activities of international financial institutions (IFIs) in central and eastern European countries and their social and environmental impacts.

To promote public participation in the decision making process about the policies and projects of the IFIs, at the local, national and regional levels.

To help non-governmental environmental organisations and citizen groups to monitor what the IFIs are doing in central and eastern Europe.

To change - or stop - the environmentally and socially destructive policies and projects of IFIs in central and eastern Europe, and to promote alternatives.

To cooperate with environmental citizen organisations in order to stop the destructive activities of transnational corporations, and to limit their overall impacts on the environment in central and eastern Europe.

BWN attempts to reach these goals by:

Building the capacity of national non-governmental organisations (NGOs) to participate in environmental decision-making, including training, joint analysis of projects, and joint publication of analytical materials about the IFIs.

Developing cooperative working relationships among central and eastern European environmental activists, while utilising western experience on the IFIs.

Preparing case studies of IFI-funded projects, critiques of their policies, and proposals for more sustainable alternatives.

Undertaking advocacy activities vis-à-vis the various IFIs, particularly in the areas of transportation, energy, extractive industries, human rights and climate change.

Members of CEE Bankwatch Network attend the annual meetings of the IFIs and are engaged in an ongoing critical dialogue with their staffs and executive directors at national, regional and international levels.

51 **2.3 Operational structure of the organization, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures. [GRI NGOSS: p. 26]**

BWN runs a head office in Prague, which handles finance and administration and key tasks around coordination, although most coordination is handled by people outside Prague based in offices of the member organisations. For Brussels-based advocacy work, BWN has a small office in Brussels. Further, for work at the national level, there are staff financed directly by BWN working in the offices of member and partner groups in Estonia, Latvia, Ukraine, Georgia, Bulgaria, Macedonia, Albania, Serbia, Croatia, Hungary and Slovakia. In Poland, the office is run by BWN.

BWN has three primary operational divisions: Finance and Administration unit, Support, Development and Training unit and Campaigns unit. The Support, Development and Training unit is responsible for media, fundraising and support and capacity-building within BWN - the Campaigns unit is divided into three teams based on the institutions they focus on: an EIB team, an EU funds team and an EBRD team - each made up of a team-leader and a number of people working at the national level.

BWN has a management team made up of four directors: Campaigns Director, Finance and Administration Director, Support, Development and Training Director and Executive Director.

52 **2.4 Location of organization's headquarters. [GRI NGOSS: p. 26]**

53 **Praha, Czech Republic**

54 **2.5 Number of countries where the organization operates. [GRI NGOSS: p. 26]**

55 **BWN, through member groups and partners, directly finances operations in 15 countries throughout Central and Eastern Europe (Albania, Macedonia, Bulgaria, Serbia, Croatia, Hungary, Slovakia, Poland, Czech Republic, Lithuania, Latvia, Estonia, Ukraine and Georgia) - activities are coordinated by staff located throughout the countries listed as well as in Brussels, however the main office is in Prague, Czech Republic.**

56 **2.6 Nature of ownership and legal form. [GRI NGOSS: p. 26]**

57

The non-for-profit international NGO CEE Bankwatch Network was formally set up in 1995 and is so far registered at the Czech Republic Ministry of the interior as a civic association („občanské sdružení“) with „IČ“ (identification number) 68406258.

58

2.7 Target audience and affected stakeholders. [GRI NGOSS: p. 26]

59

Central and eastern European communities affected by EIB, EBRD and EC financed projects.

60

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

61

BWN has 13 full member groups, 2 affiliate member groups and 2 associate member groups - all member groups are grassroots environmental organisations with a national scope in their respective countries (there are full member groups in all countries of operation except Albania, Belgium, Croatia and Serbia - with affiliate members in the last two). For the 2009 fiscal year BWN both income and expenditures amounted to EUR 1 382 103,51. In 2010 BWN's total income was amounted to 1.428.600 EUR. Total number of employees in 2010 was 43, net sales could be amounted to 692.000 EUR. The scope of BWN's activities for 2010 that fall under the working teams will be as following:
for EU Team 396.493 EUR /26%/, EBRD Team 107.475 EUR /7%/, EIB Team 393.214 /26%/, CCA Team 100.254 EUR /7%/, Support and Development Unit 310.268 EUR /20%/, Finance Team 127.823 /8%/, Management team 98.214 /6%/.

62

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

63

BWN has undergone a significant restructuring which involved a reduction in the size of the management team, and a redrawing of how it is organised in terms of its programme work: abolishing the previous non-EU and EU teams and creating the Campaigns and Support, Development and Training units.

64

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

65

None

66

67

3. Report Parameters

Report Profile

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

January-December 2010

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

N/A – first ever report

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

annual

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

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Report Scope and Boundary

78

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

79

80 In determining how to define the report content - the size and capacity for BWN to look into issues in sufficient depth was taken into account. The aspiration is to have as complete a report as possible while ensuring that the process is within BWN's means in terms of both capacity and resources.

81 3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance. [GRI NGOSS: p. 26]

82 Environmental impact that we assess in this report is restricted to our headquarters office in Prague that is directly operated by BWN (impact of operations covered by member group running costs are not to be included). For all other indicators, all staff funded by and participating directly in the implementation of Bankwatch work are to be covered (including those that are not based in the two offices mentioned).

83 3.7 State any specific limitations on the scope or boundary of the report. [GRI NGOSS: p. 26]

84 With a number of its operations carried out in or through offices of organisations that BWN has limited influence over (although financial audits are carried out concerning monies disbursed by BWN to these groups), the report only covers the offices that are directly owned and operated by BWN.

85 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. [GRI NGOSS: p. 27]

86 BWN formally out-sources much of its work done on the national level, over much of it BWN has some control. Operational expenses incurred by sub-contracting parties, be they member groups or others, are only audited financially: BWN hasn't either the know-how or the means to conduct social and environmental audits of the work it outsources or sub-contracts.

87 3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods). [GRI NGOSS: p. 27]

88 N/A – first ever report

89 3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report. [GRI NGOSS: p. 27]

90 N/A – first ever report

91 GRI Content Index

92 3.12 Table identifying the location of the Standard Disclosures in the report. [GRI NGOSS: p. 27]

93 The numbers are row numbers in the first column:

- Strategy and Analysis 1.143;
- Organizational Profile 2.1 – 2.10.....46;
- Report Parameters 3.1 – 3.12.....68;
- Governance, Commitments, and Engagement 4.1 – 4.14.....95;
- Core Performance Indicators.....111;

94

95 4. Governance, Commitments, and Engagement Governance

96 4.1 Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight. [GRI NGOSS: p. 27]

97 BWN, being an association, has a general assembly made up of its member groups as its highest governing body. The general assembly is convened twice a year and it decides on major strategic and policy issues. It also elects a review committee and the executive committee. The executive committee is made up of between 3 and 5 members who between general assemblies make decisions on strategic issues and are expected to lead on strategy and policy issues - including oversight over the strategy, and oversight to ensure both implimentation of BWN's operational plan and compliance with BWN policies and procedures.

98 4.2 Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement). Describe the division of responsibility between the highest governance body and the management and/or executives. [GRI NGOSS: p. 27]

99 The highest governance body does not have a Chair. In principle the division is such that the issues related to planning and everyday operations are handled by the management.

100 4.3 For organizations that have a unitary board structure, state the number of members of the and/or non-executive members highest governance body that are independent and/or non-executive members. [GRI NGOSS: p. 27]

101 The BWN Executive Committee (the equivalent of the board) is a unitary body insomuch as the Executive Director is an ex officio member, although with no voting rights. All other members are elected by the General Assembly - 3 of the 5 elected members are directly dependent on BWN for their salaries outside the Executive Committee and cannot, therefore, be considered fully independent. BWN has however stated as a goal in its current strategy to address this issue and ensure that eventually all its members are independent.

102 4.4 Mechanisms for internal stakeholders (e.g., members), shareholders and employees to provide recommendations or direction to the highest governance body. [GRI NGOSS: p. 27]

103 The general assembly is BWN's highest governing. With respect to the general assembly, Bankwatch has a statutory obligation to inform its membership at least 21 days ahead of the date for the upcoming assembly - in order to ensure that all members are given due notice of the upcoming meeting. General practice however is to agree preliminary dates for the next general assembly following at the previous one, thus ensuring that everyone present is potentially available. BWN has two general assemblies annually and all member groups are represented at the meeting. Staff and the Bankwatch Review Committee (and occasionally other stakeholders) are also invited to attend. Everyone attending is free to make recommendations.

104 Stakeholder Engagement

105 4.14 List of stakeholder groups engaged by the organization. [GRI NGOSS: p. 29]

106 Membership, staff, local communities, donors, IFIs, European Commission

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108 4.15 Basis for identification and selection of stakeholders with whom to engage.

109 Relevant stakeholders are identified by Bankwatch Teams as a part of the planning process.

110

111

Data on Performance

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

113

Indicator 1:

114

Stakeholder consultations are primarily focused on communities affected by large infrastructure projects financed by our target financial institutions. BWN policy for taking on such projects hinges on concern within the local community about the project. Campaign approaches and plans are devised in consultation with the concerned community and look to address their concerns. Our project work has at its very core the notion of involvement of the affected communities in that programmes are largely designed to support the needs of the communities based on needs identified within the communities (including trainings, directly helping take on the authorities, working with the media, etc)

For work on changing target institutions, and decisions around the strategy, BWN consults its member groups and partner organisations who are beneficiaries of or contributors to BWN operations as well as organisations that are members of coalitions that BWN is a part of.

Evaluation of programme work does not involve wider stakeholder consultation, however BWN does solicit input from stakeholders in member and partner groups for evaluation of its staff members - this evaluation feeds into the wider BWN understanding of stakeholders' view of BWN programme work.

115

Indicator 2:

116

For internal feedback and complaints about operations - all members involved in the implementation of the programmes participate in the planning process that starts with the evaluation of the work over the previous period. This built-in mechanism solicits feedback on annual basis.
For everyday operations, there are three levels at which concerns and complaints can be voiced. The mechanism, although not formally defined as a feedback or complaints mechanism, does have a clearly defined hierarchy which allows for complaints to be communicated directly to the Management Team and specifically the Executive Director, which if not addressed in a satisfactory way can be further addressed by the Executive Committee which oversees the work of the Executive Director. Finally on issues for which the Executive Committee is unable to provide a satisfactory result, the Review Committee will be called upon to attempt to resolve the situation.

117

Indicator 3:

118

BWN has a system for continuously processing and thus learning from feedback generated through either evaluations or simple observations in the course of the execution of its operations. The backbone of the system is an internal "Lessons learned" webspace that all staff and members of the various governance bodies have access to and are able to edit. The system is divided into chapters based on the various more commonly used tools in BWN operations and these various chapters are then to be consulted before using the relevant tool.
Further BWN operates an annual evaluation of its work-plan, which is conducted as the first step of the planning discussions for the upcoming period with the specific purpose of ensuring that lessons from the evaluations are immediately taken on board for the next programming period.

119

Indicator 4:

120

BWN has an internal gender-strategy devised in order to ensure that there is full gender integration within the organisation. A gender group is responsible for monitoring implementation of the gender strategy.
Ethnic diversity is inherent in BWN by its very nature, given the organisation's regional presence. Other diversity (e.g. disabilities) is not checked for and potentially lacking. BWN will look to see what diversity policies, if any, could potentially help address any diversity needs that may arise.

121

Indicator 5:

122

Internally BWN has a Campaigns and Policy Group which holds online meetings every two weeks and is made up of most of management, the leaders of the campaign teams for the various institutions targeted, the leader of the media team, as well as the research coordinator and our Central Asia and Caucasus regional coordinator. The role of the group is to work out policy positions, ensure consistency and make key decisions on campaigns to engage in.

123

124

Indicator 6:

125

BWN always coordinates its activities with other NGOs - the organisation is itself a network of NGOs and participates in several coalitions, including "Counterbalance the EIB" and its Caucasus and Central Asia network. All of these coalitions and networks devise their own approach on how best to operate and plan. Further, during strategy consultations, BWN made it a point to involve its usual partners to ensure that the work best satisfies concrete strategic needs in the region as seen by the other key actors who share the same concerns as BWN. Finally, as part of the international scene working on international financial institutions, BWN is also part of IFIwatchnet and EuroIFInet, both international fora looking to exchange experience and coordinate activities on international financial institutions across the globe.

126

127 **Indicator 7**

128

1. The processes in place to track the use of resources for the purposes intended: In principle, the finance department makes sure that every expenditure is in line with approved project budget, the work plan, and the donor's regulations. This is done by checking original documents for expenditures paid from the headquarter and by checking copies of bills for expenditures paid through member groups. 2. The standards: - internal organisational regulations - internal accounting guidelines - finance team - division of tasks - external annual statutory audit - international auditing guidelines - external audits of projects - international auditing guidelines - finance / narrative reporting to donors - annual report published 3. Internal organizational regulations (approved by members), donors requirements (reflected to large extent in internal regulations) 4. Expenditures are allocated in line with planned activities within project budgets and the overall BWN budget.

129

Indicator 8:

130

2.1/2.3 - Attached Sheet Sources of funding 2010

2.2/2.4. Most of the funding comes from the EC and foundations. In 2010 DG Environment accounted for 26 % of total funding /391.000 EUR/, DG Development for 17,8 % /267.400 EUR/, Sigrid Rausing Trust for 13 % /197.100 EUR/, European Climate Foundation for 11 % /171.160 EUR/ and Novib for 8 % /117.410 EUR/.

131

Indicator 9:

132

Although there is no concrete policy, all 4 members of senior management were locally hired (all four are citizens of CEE countries). The Executive Director was born and raised outside CEE, although he was hired locally - having already moved to the region ten years prior to his start at BWN.

133

134 **Indicator 10:**

135

For 2010, BWN only has instruments to report on CO2 emissions produced by the Prague office - the headquarters. BWN has used a Czech Republic specific conversion of consumption of electricity in kWh and gas in m3 into weight units, provided by a Czech environmental consultancy society "Ecological institute Veronica" (http://www.veronica.cz/index_eng.php). The Prague office's consumption of both gas and electricity produced 0.1 t of CO2 in 2010. Gas consumption increased slightly (BWN had to pay a small pay-up for 2010 - about 2 €) in comparison with 2009, electricity consumption, however, decreased (BWN had a 20 € overpayment).

136

Indicator 11:

137

In 2010, the Prague office started using new, energy saving heating scheme for the thermostatic regulation of its premises. The office started using an induction cooker in the kitchen and LED lighting in several rooms. The office also attempted, as yet unsuccessfully, to get the landlord to put up insulation windows (BWN has not given up on this). Finally, BWN introduced internal guidelines that encourage staff, to use less polluting forms of transport, as mentioned above. The organisation is now developing a monitoring system for measuring CO2 produced by our travel.

138

139

Indicator 12:

140

2.1. In 2010 BWN employed 43 people. BWN has 10 supervisors who are in charge of one of BWN's working teams: Management Team, EBRD Team, EIB Team, Support, Development and Training Unit, Finance Team, EU Team, PoICa group.
2.2. 29 employees were working on full-time basis, 14 on part-time basis /less than 40 hours per week/.
2.*In the previous year there were no volunteers working directly for BWN.
2.6 Most of people working for BWN are self-employed /trade contract/, in 2010 30 worked on trade contract and 13 on labour contract. 5 of which worked on fixed term contract, 38 on permanent contract.
2.8 workforce broken down by region - Sheet Employees by country

141

Indicator 13:

142

BWN conducts trainings for all its staff on an annual basis during the joint BWN meetings. Additionally there were 13 different e-learning sessions in 2010 open to all staff members. Training needs are also assessed during annual performance appraisals at which there are also discussions on how these can best be met - at the following appraisal, one of the subjects looked at is whether BWN managed to satisfy the training needs agreed at the previous appraisal.

143

Indicator 14:

144

BWN policy requires the organisation to carry out annual performance appraisals for all employees. In practice, the frequency is more sketchy, however the majority have undergone performance appraisals in the last year. Career development per se is not touched on, however the appraisal does look into how to best use abilities of the employees that are currently not being used. Job descriptions are also looked at during appraisals, and revised if needed.

145

Indicator 15:

146

The five-member Executive Committee (elected by the General Assembly) is made up of citizens from Bulgaria, Estonia, Latvia, Macedonia and Ukraine. All are over 30 and under 40 years of age. Two are women and three are men. Of the staff, the age range is between 25 and approximately 45 with most between 30 and 40. Of 43 people employed by BWN, 21 are women and 22 are men. Further, we have staff of 16 different nationalities in 15 different countries. Over a third of the staff are based in Czech Republic, although Czech nationals only number 12. Other indicators for diversity have not been assessed.

147

148

Indicator 16:

149

BWN works with affected communities in designing and implementing campaigns around projects financed by BWN's target institutions. That said, there is not a standard procedure for how the impact of BWN's work on the community is assessed and managed. In the coming year, BWN will look to address this omission.

150

Indicator 17:

151

The organisation does not have an anti-corruption policy or procedures - BWN's programmes do not lend themselves easily to corruption (BWN work is purely research and advocacy, nor does the organisation distribute goods or monies to industry or government). BWN's relatively small size allows for the Executive Director who carries a legal responsibility for all financial activities, to have a full overview and ensure that there are no incidences of corruption in the organisation. Further for procurement over a certain threshold, BWN has a procurement procedure in line with EU standards, designed specifically to ensure an open and fair procedure for procurements. All policies and procedures designed to ensure that BWN's resources are not used for personal gain (i.e. the policy against conflicts of interest and the procurement procedure) are introduced to all new staff as part of their induction.

152

153

Indicator 18:

154

The only form of fundraising used by BWN for the moment is through grant applications. In the near future, two new approaches are being considered for generating income: selling services to a small niche market and approaching high net worth individuals. Accordingly, BWN is not considering above-the-line marketing targeting mass audiences, systematic solicitation of funds from the general public, or advertising and sponsorship, and relevant standards or codes of conduct are not being drafted. However, with the planned approach in the near future of high net worth individuals for funding, BWN is in the process of drafting criteria on who it can accept funding from. With respect to grants, BWN has a strict policy of not applying for or accepting grants or funding from international financial institutions. adherence to laws and regulations is ensured by a number of financial audits conducted each year, which look into relevant legal issues (e.g. employment contracts, adherence to procurement procedures).

155

156 **GRI Self-Assessment Application Level**

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

160

161 **Name: Pavel Skala**

162 **Position: Office Manager**

163 **Date: 11 February 2011**

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