

07 December 2011

Dear Celia Eccher,

We are writing to you as members of the Independent Review Panel of the INGO Accountability Charter, in order to give you feedback on the Report which you submitted in time for the reporting deadline in September 2011.

We would like first of all to thank you for your participation in this exercise and to recognise the commitment to accountability that this demonstrates.

Our approach to assessing the reports which we have received has been to focus on three dimensions in particular:

- How **complete** is the report in relation to the guidelines used?
- How strong is the **evidence** given for the self-assessment that each organisation has conducted?
- What evidence is there of **institutional commitment** to greater accountability and to using the reporting process to advance it?

On **completeness**, we want to recognise the demanding nature of many of GRI's requirements. Many organisations find it difficult to respond to some of the more detailed requests for information. We attach a note by the Secretariat that goes through the shortfalls against the reporting template in detail. While you may find this of value, we should like to emphasise that we do not consider that, at least at this stage of the exercise, it is essential to meet every element of the template – which we recognise may in some cases be overly demanding, particularly for smaller institutions. We have however noted below areas where we felt that your organisation might wish to invest more attention in your next report.

On **evidence**, we looked in particular for references not only to relevant policy documents, but also to examples where the self-assessment was supported by specific action (for example, drawn from operational activities, whether successful or unsuccessful).

On **institutional commitment**, we looked for evidence of top-level ownership of the report (for example an opening statement signed by the Chief Executive); of using the report as a means of identifying areas of relative strengths and weaknesses in the organisation (as opposed to a box-ticking exercise); and of a systematic concern with accountability, including recognition of areas for further work. We would hope that progress in such areas would be high-lighted in future reports.

Please note that as a Panel we feel that part of our role is to encourage improved reporting. To that end we are enclosing for your information some examples of what seemed to us Good Practice in responding to some individual indicators, based on the GRI framework. This document consists of examples from all reports reviewed in 2011.

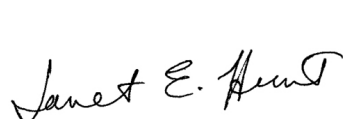
Organisation-specific feedback to International Council for Adult Education

We appreciate that your organisation is small, that your resources are limited and that you work in a de-centralised way. Given this background, we believe that you have produced a satisfactory report. The report is **complete**. We are aware that the note accompanying this letter comments on several indicators, however this is more a sign of the detailed character of the GRI framework than a judgement on your performance. With regards to **evidence** you could have provided more verification and proof to substantiate the information that you give. We see it as a sign of **institutional commitment** that you choose to go through this exercise.

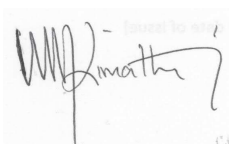
Our intention is that this letter, and any response that you may wish to provide, should be made publicly available on the Charter website, along with your organisation's report. You can find the reports that were reviewed in the beginning of this year on the Charter website under the section Charter Members/Member Reports. However, should there be errors of fact in the feedback above or in the more detailed Secretariat note below on conformity with the reporting framework, we would of course wish to correct these before publication.

Should you have any comments we would appreciate a response by 16 January 2012.

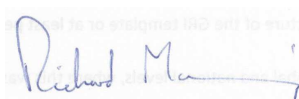
Yours sincerely,



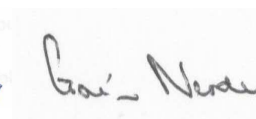
Janet Hunt



Wambui Kimathi



Richard Manning



Gavin Neath

Note on accountability report, reviewed in October 2011

Organisation: International Council for Adult Education (ICAE)
Reporting period: Calendar year 2010

Reporting framework used

- ☒ GRI Reporting Framework
☐ Interim Reporting Framework

On the GRI Reporting Framework

What GRI reporting level did the organisation report on?

- ☐ A
☐ B
☒ C

Did the Secretariat contact the organisation for further information before forwarding the report to the panel?

- ☒ Yes
☐ No

Comment: The Secretariat contacted the organisation since the name of the author of the statement (1.1) and the year of the reporting period was missing. The organisation submitted a new version of the report including this information upon this request.

COMMENTS ON THE INFORMATION PROVIDED IN THE REPORT

Profile (recommended 28)

Number of Profile components the organisation reports on in total: **28**
Number of the recommended Profile components the organisation reports on: **28**
Number of additional Profile components the organisation reports on: **none**
Number of Profile components commented on: **7**

“1.1 Strategy and Analysis/ Statement from the most senior decision-maker of the organization.”

Comment: The report does not include information on priorities/ key topics/ trends; or views on performance with respect to goals/ objectives/ standards/ targets.

“2.3 Organizational Profile/ Operational structure of the organization, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures.”

Comment: The report does not include information on the number of national offices/ sections/ branches/ field offices.

“2.8 Organizational Profile/ Scale of the reporting organization.”

Comment: The report does not include information on assets/ liabilities; or scope/ scale of the organisation’s activities.

“4.1 Governance, Commitments, and Engagement/ Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.”

Comment: The report does not include information on committees under the highest governance body.

“4.2. Governance, Commitments, and Engagement/ 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.”

Comment: The report does not include information on the division of power/ responsibility between the highest governance body and the management.

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

Comment: The report does not state how the organisation informs/ consults its employees about the working relationship with formal representation bodies; nor does it state any topics raised through the described mechanisms during the reporting period.

“4.15 Governance, Commitments and Engagement/ Basis for identification and selection of stakeholders with whom to engage.”

Comment: The report does not state the organisation's process for selecting members or for identifying networks to join.

Indicators (recommended 18)

Number of indicators the organisation reports on in total: **18**

Number of the 18 recommended indicators the organisation reports on: **18**

Number of additional indicators the organisation reports on: **none**

Number of indicators commented on: **16**

“NGO1: Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs.”

Comment: The report does not include information on processes for involvement of stakeholders; on how decisions are communicated to stakeholders; on how stakeholders participated in each stage of the process; or on how feedback from stakeholders affected the decision-making process.

“NGO2: Mechanisms for feedback and complaints in relation to programs and policies and for determining actions to take in response to breaches of policies.”

Comment: The description of the mechanisms for member feedback is very brief. The report does not include any information on a complaints mechanism.

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

Comment: The report does not include any information on the systems in place for monitoring and evaluation or how programmes are developed as a result of the outcomes.

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

Comment: The report does not include information on measures related to other diversity types than gender.

“NGO5: Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns.”

Comment: The report does not include information on the processes for arriving at advocacy positions; on how the organisation works in order to make sure that consistency is maintained during implementation; on whether processes for taking corrective actions on advocacy positions are in place; or on where advocacy positions are published.

“NGO6: Processes to take into account and coordinate with the activities of other actors.”

Comment: The report does not include information on the processes for identifying potential for duplication; on promoting learning from others; or on identifying opportunities for partnerships.

“NGO7: Resource allocation.”

Comment: The report does not include any information on how the use of resources is tracked.

“EC7: Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.”

Comment: The organisation states that it does not have any information to contribute here.

“EN16: Total direct and indirect greenhouse gas emissions by weight.”

Comment: The report does not include any information on the organisation’s green gas emissions.

“EN18: Initiatives to reduce greenhouse gas emissions and reductions achieved.”

Comment: The report does not include information on the reductions on gas emissions achieved.

“LA1: Total workforce, including volunteers, by type, contract, and region.”

Comment: The report does not include information on contract type; full/part time of the employees/ volunteer.

“LA10: Average hours of training per year per employee by employee category.”

Comment: The report does not include information on the average number of hours of training per employee/ volunteer.

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

Comment: The report does not include information on employees based on ethnicity/ minority groups.

“SO1: Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.”

Comment: The report does not include any information on how the programmes in place to assess impacts of operations on local communities function. Nor does the report include information on whether the programmes have been effective or on examples of how feedback has informed steps toward further community engagement.

“SO3: Percentage of employees trained in organization’s anti-corruption policies and procedures.”

Comment: The organisation indicates that it has nothing to contribute on this indicator. **Note!**

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

Comment: The report does not include further information on the content of the standard it abides to; on the frequency with which it reviews its compliance with this standard; or on the number of complaints of breaches of standards for fundraising in relation to the rights of stakeholders.