

# Interim Reporting Framework

## INGO Accountability Charter

FINAL DRAFT

The Founding Signatories of the INGO Accountability Charter have entered into a process of creating reporting standards under which all signatories of the Accountability Charter will report on their compliance with the Charter. Developed in the framework of and in close cooperation with the Global Reporting Initiative these standards will be available in the course of the year 2009.

Until then all signatories of the Accountability Charter are being asked to provide their reports in this Interim Reporting Framework.

This Framework has been compiled following “grosso modo” the structure of the INGO Accountability Charter. It includes reporting items and text from the following sources:

- INGO Accountability Charter
- GRI, DRAFT G3 Integrated with NPOSS v1, 19 May 2008
- InterAction, 2008 Self-Certification Plus, Compliance Form

This Framework serves as a basis for a self-certification process in which each signatory provides information on whether over the last 12 months they have fulfilled the Charter criteria or not.

- In cases where an organisation has fulfilled a criterion (ticked “yes” under “**Compliance**”) they should collect respective evidence and be in a position to provide this evidence upon request.
- In cases where an organisation has NOT FULFILLED or PARTIALLY FULFILLED a criterion (ticked “no/not fully” under “**Compliance**”) they should explain under “Action Plan if not in Compliance” how they will make sure that they fulfil the criteria as soon as possible and in any case until the next report is due.
- Some provisions may not be applicable to certain organisations. In this case the organisation should tick “Not applicable” and briefly explain under “Action Plan if not in Compliance” why the criteria is not applicable in their case.

For signatories that have adopted the Charter prior to June 2007, the reporting date is 31 August 2008.

For those that have adopted the Charter after June 2007, the reports are due 15 months after the date of adoption.

**By the respective deadline all signatories are being asked to provide CIVICUS with a filled in Interim Reporting Framework signed by both their Chair and CEO.** The address the Framework should be sent to:

Yosi Echeverry Burckhardt  
CIVICUS World Alliance for citizen Participation  
PO box 933 Southdale  
2135 Johannesburg  
South Africa

For any requests or additional information:

Please DO NOT SEND additional material providing evidence for your statements. Nevertheless you should have complete evidence prepared in case the Board of the INGO Accountability Charter or other interested parties (e.g. donors, journalists etc.) ask for it.

In case reporting organisations have any questions and concerns they may get in touch with Yosi Echeverry Burckhardt at CIVICUS.

Email: yosi.burckhardt@civicus.org  
Phone: +27 11 8335959

For the Board of the INGO Accountability Charter

.....  
Date and signature

## 1. Profile of the Organisation

|                                 |  |
|---------------------------------|--|
| <b>Name of the organisation</b> | <b>International Council for Adult Education (ICAE)</b>  |
| <b>Vision</b>                   |  |
| <b>Mission</b>                  | ICAE's mission is "to promote lifelong learning as a necessary component for people to contribute creatively to their communities and to live in independent and democratic societies. Adult and lifelong learning are deeply linked to social, economic and political justice; equality of gender relations; the universal right to learn; living in harmony with the environment; respect for human rights; recognition of cultural diversity; peace; and the active involvement of women and men in decisions affecting their lives." |
| <b>Values</b>                   | We operate with a human right framework that promotes participation, inclusivity, accountability and transparency.   |
| <b>Primary brands</b>           | -----  |
| <b>Major programmes</b>         | <p><b>Programme I:</b> Advocacy for the Right to Education and Lifelong Learning in the global agenda</p> <p><b>Programme II:</b> Network consolidation and global and global networking</p> <p><b>Programme III:</b> Training ICAE members and other stakeholders</p> <p><b>Programme IV:</b> Communication and Information</p>   |
| <b>Core activities</b>          | <p><b>Activities related to the following strategies:</b></p> <ul style="list-style-type: none"> <li>- Citizen's watch on the right to education and lifelong learning through the follow up of UN Conferences</li> <li>- Mainstreaming gender perspective in advocacy work</li> </ul>   |

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|   | <ul style="list-style-type: none"> <li>- Consolidate the governance, participation and functioning of ICAE and its members as a global network</li> <li>- Building partnership and agreements with civil society organizations and networks</li> <li>- Train new leaders on advocacy for the right of adult education and LLL</li> <li>- Strengthen local, regional and global capacities for citizen's watch</li> <li>- Discuss and exchange new visions on young and adult education</li> <li>- Promote access to information</li> <li>- Stimulate the exchange and learning through the new ICT tools</li> <li>- Communication and dissemination materials</li> </ul>   |
| <b>Ownership and legal form</b>   | Non Profit Organization  |
| <b>Operational structure</b><br><i>Including roles and responsibilities of global and national entities</i> | <p>The International Council for Adult Education (ICAE) is a global network created in 1973, recognized by UNESCO as an international NGO, level 1, and with consultative status to the United Nations Economic and Social Council (ECOSOC)</p> <p>The structure of the network is:</p> <ul style="list-style-type: none"> <li>- General Assembly,</li> <li>- Executive Council formed by the President, the Treasurer and 3 ordinary members (national members) elected by the General Assembly plus 7 regional vice-presidents representing the 7 regions.</li> </ul> <p>ICAE has, regional, national and sectoral members, plus associated members (non voting). Each member has an autonomous legal form.</p> <p>The General Secretariat led by the Secretary General, is formed by a team responsible for the implementation of the strategic plan and the coordination with members. The Secretary General reports directly to the Executive Council, and to the General Assembly.</p> |
| <b>Location and address of global headquarters/ secretariat</b>   | <b>Secretary General</b><br>18 de Julio 2095 / 301 - 11200 Montevideo, Uruguay   |

|  |  |
|--|--|
|  | Tel/Fax: (+598-2) 409 79 82<br><a href="mailto:secretariat@icae.org.uy">secretariat@icae.org.uy</a> / <a href="http://www.icae.org.uy">www.icae.org.uy</a> |
|  |  |
| <b>Number of countries where the organisation operates</b><br><i>Please attach list of all countries where you operate</i> | ICAE has members in 59 Countries. (Please see member list attached)<br>In some countries there are more than one member.                                   |
|  |  |
| <b>Number of employees</b>   | <b>8</b>   |

| <b>Finance</b> ( Figures are in US dollars)  | <b>2005</b>    | <b>2006</b>    | <b>2007</b>    |
|--|----------------|----------------|----------------|
| Income from  |                |                |                |
| - <b>Individual donations</b>  |                |                |                |
| - <b>Foundations</b>   | <b>171023</b>  | <b>267546</b>  | <b>677452</b>  |
| - <b>Governments</b>   | <b>5441</b>    | <b>17343</b>   | <b>48539</b>   |
| - <b>International Organisations</b><br><i>UN, EU, World Bank etc.</i>   |                |                |                |
| - <b>Others – Members and Self contributions for ICAE activities</b>   | <b>23602</b>   | <b>71724</b>   | <b>151183</b>  |
| <b>TOTAL INCOME</b>  | <b>200066</b>  | <b>356.614</b> | <b>877.174</b> |
| <b>Total income by country - for countries/regions that make up 5 percent or more of total income</b><br><i>Please list countries and provide total income for each one</i>                |                |                |                |
| Expenditure for  |                |                |                |
| - <b>Programmes and activities directly addressing the organisation's purpose</b>  | <b>190766</b>  | <b>215526</b>  | <b>661780</b>  |
| - <b>Fundraising</b>   |                |                |                |
| - <b>Administration</b>  | <b>15333</b>   | <b>126978</b>  | <b>134684</b>  |
| - <b>Others – <i>please specify</i></b>  |                |                |                |
| <b>TOTAL EXPENDITURE</b>   | <b>206.099</b> | <b>342.504</b> | <b>796464</b>  |
| <b>Total expenditure by country - for countries/regions that make up 5 percent or more of total expenditure</b><br><i>Please list countries and provide total expenditure for each one</i> |                |                |                |
| <b>Reserves</b>  | <b>25089</b>   | <b>25089</b>   | <b>25089</b>   |

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| <p><b>Significant changes during the reporting period regarding size, structure, or ownership of both liquid and property reserves including</b></p> <ul style="list-style-type: none"> <li>- <i>the location of operations, including opening of new offices, starting new major activities, and closings</i></li> <li>- <i>legal status or ownership</i></li> <li>- <i>global structure and governance</i></li> </ul> |  |
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## 2. Compliance with the principles of the INGO Accountability Charter

### Respect for Universal Principles

| No. | Best Practice  | Evidence   | Compliance  | Action Plan if not/not fully in Compliance |
|-----|--|--|---|--|
| 1   | 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>○ <b>Fully</b></li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul> |  |
| 2   | The organisation's practice fully complies with its policies.  | The organisation confirms for the reporting period that it has been working in line with Universal Principles and that it has resolved any formal written complaints ( <i>formal</i> | <ul style="list-style-type: none"> <li>○ <b>Fully</b></li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul> |  |

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|  |  | <i>written complaints: either in email or letter through mail or in person with contactable complainant's correspondence. All formal complaints to be acknowledged within 1 month of receipt and complaints resolved within 6 months of receipt) it may have received concerning its alleged breach of these Principles.</i> |  |  |
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## Independence

| No. | Best Practice  | Evidence   | Compliance  | Action Plan if not/not fully in Compliance |
|-----|--|--|---|--|
| 3   | <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>○ <b>Fully</b></li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul> |  |

## Responsible Advocacy

|   | Best Practice                                  | Evidence                                     | Compliance  | Action Plan if not/not fully in Compliance           |
|---|--|--|---|--|
| 4 | The organisation has written policies ensuring | The organisation's written advocacy policies | <ul style="list-style-type: none"> <li>○ Fully</li> </ul> | Although there are not written policies with respect |



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|   | <p>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> | <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> | <ul style="list-style-type: none"> <li>○ Partially</li> <li>○ Not at all</li> <li>○ <b>Not applicable</b></li> </ul>                  | <p>to advocacy, there are known procedures that are applied by members when participating in ICAE advocacy actions.</p> |
| 5 | <p>The organisation's practice fully complies with its policies.</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 resolved any formal written complaint it may have received concerning its alleged breach of these policies.</p>   | <ul style="list-style-type: none"> <li>○ <b>Fully</b></li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul> |   |

## Effective Programmes

| No. | Best Practice   | Evidence   | Compliance  | Action Plan if not/not fully in Compliance |
|-----|---|--|---|--|
| 6   | <p>The organisation's programmes are conducted in genuine</p> | <p>The organisation's written programme strategy, evaluations of terminated and ongoing programmes and other</p> | <ul style="list-style-type: none"> <li>○ <b>Fully</b></li> <li>○ Partially</li> </ul> |  |

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|   | partnership with local communities.   | 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.  | <input type="radio"/> Not at all<br><input type="radio"/> Not applicable  |  |
| 7 | 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>   | <input type="radio"/> <b>Fully</b><br><input type="radio"/> Partially<br><input type="radio"/> Not at all<br><input type="radio"/> Not applicable |  |
| 8 | 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 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</li> </ul> | <input type="radio"/> <b>Fully</b><br><input type="radio"/> Partially<br><input type="radio"/> Not at all<br><input type="radio"/> Not applicable |  |

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|   |  | impact and, where possible, secure a positive impact.  |   |  |
|   | Funds raised for specific programmes reach the people or cause in whose name they were raised. | The organisation's fundraising and donor information materials, donor communication, programme reports and relevant finance statements provide evidence that funds raised for a specific cause have been used to further that cause.         | <ul style="list-style-type: none"> <li>○ <b>Fully</b></li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul> |  |
| 9 | The organisation's practice fully complies with its policies.                                  | The organisation confirms for the reporting period that it has not been in breach of its own programme policies and that it has resolved any formal written complaints it may have received concerning its alleged breach of these policies. | <ul style="list-style-type: none"> <li>○ <b>Fully</b></li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul> |  |

## Non-Discrimination

| No. | Best Practice  | Evidence  | Compliance  | Action Plan if not/not fully in Compliance |
|-----|--|---|---|--|
| 10  | The organisation promotes diversity, gender equity and balance, impartiality and non-discrimination in all activities, both internal and external. | - The organisation's written non-discrimination policy affirming its commitment to gender equity, to non-discrimination for sexual orientation, to ethnic and racial diversity, to the inclusion of people with disabilities at staff and board levels; | <ul style="list-style-type: none"> <li>○ <b>Fully</b></li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul> |  |

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|    |   | <ul style="list-style-type: none"> <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>    |   |  |
| 11 | 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 resolved any formal written complaints it may have received concerning its alleged breach of these policies. | <ul style="list-style-type: none"> <li>○ <b>Fully</b></li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul> |  |

## Transparency

| No. | Best Practice  | Evidence  | Compliance  | Action Plan if not/not fully in Compliance |
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| 12  | The organisation is open, transparent and honest about its structures, mission, policies and activities. | <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</li> </ul> | <ul style="list-style-type: none"> <li>○ <b>Fully</b></li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul> |  |

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|    |   | where it is based and operates.   |   |  |
| 13 | The organisation reports publicly at least once a year about its activities and achievements.   | <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>○ <b>Yes</b></li> <li>○ No/not fully</li> <li>○ Not applicable</li> </ul>                      | We send our annual report to all our members and others once a year. The structure of the report does not coincide with the one included under evidence but all the topics listed are covered. |
| 14 | 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>○ <b>Fully</b></li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul> |  |
| 15 | 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  | <ul style="list-style-type: none"> <li>○ <b>Fully</b></li> <li>○ Partially</li> <li>○ Not at all</li> </ul>                           |  |

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|  |  | of its reporting and that it has resolved any formal written complaints it may have received concerning its alleged breach of its reporting provisions. | <ul style="list-style-type: none"> <li>○ Not applicable</li> </ul> |  |
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## Good Governance

| No. | Best Practice  | Evidence   | Compliance  | Action Plan if not/not fully in Compliance |
|-----|--|--|---|--|
| 16  | The organisation has a governing body which has responsibility for the oversight of all aspects of the organisation. | <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> </ul> | <ul style="list-style-type: none"> <li>○ <b>Fully</b></li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul> |  |

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|    |   | <ul style="list-style-type: none"> <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>   |   |  |
| 17 | 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>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.</p> <p>A regular general meeting takes place with authority to appoint and</p> | <ul style="list-style-type: none"> <li>○ <b>Fully</b></li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul> |  |

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|    |   | replace members of the governing body.   |   |  |
| 18 | The organisation tries to prevent and, if they occur, actively manages conflicts of interest. | <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>○ <b>Fully</b></li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul> |  |
| 19 | 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 resolved any formal written complaints it may have received concerning its governance system or members of its governing body.  | <ul style="list-style-type: none"> <li>○ <b>Yes</b></li> <li>○ No/not fully</li> <li>○ Not applicable</li> </ul>                      |  |



## Ethical Fundraising

| No. | Best Practice  | Evidence  | Compliance  | Action Plan if not/not fully in Compliance  |
|-----|--|---|---|---|
| 20  | In accepting funds the organisation ensures that it complies with its own ethical standards. | The organisation's written policy for accepting or refusing certain donations and subsidies clearly states which sources of funding are not acceptable to the organisation for ethical reasons.   | <ul style="list-style-type: none"> <li>○ <b>Fully</b></li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul> | There is no written policy for accepting or refusing certain donations and subsidies but we are guided by our history and ethical beliefs and select our funders accordingly. |
| 21  | 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</p> | <ul style="list-style-type: none"> <li>○ <b>Fully</b></li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul> | Although there is no written policy in this respect, as above, we are guided by our practice and values.  |

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|    |   | donor information materials and donor communication are complying with donors' rights.   |   |  |
| 22 | 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>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>Follow-up with donors about clarity and quality of materials sent to them shows that the organisation's intended message is accurately getting through.</p> | <ul style="list-style-type: none"> <li>○ <b>Fully</b></li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul> |  |
| 23 | The organisation records and publishes details of all major institutional gifts and   | <p>The organisation's written gifts-in-kind policy</p> <ul style="list-style-type: none"> <li>- states under which conditions and</li> </ul>   | <ul style="list-style-type: none"> <li>○ Fully</li> <li>○ Partially</li> </ul>  |  |

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|    | gifts-in-kind clearly describing the valuation and auditing methods used.   | <p>for which purposes gifts-in-kind are being accepted;</p> <ul style="list-style-type: none"> <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>○ Not at all</li> <li>○ <b>Not applicable</b></li> </ul>                                       |  |
| 24 | The organisation ensures that donations sought indirectly, such as through third parties, are solicited and received in full conformity with its own practices. | <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>○ Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ <b>Not applicable</b></li> </ul> |  |
| 25 | The organisation's practice fully complies with its policies.   | 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 resolved any formal written complaints it may have received concerning its own or its agents' fundraising materials and practice.  | <ul style="list-style-type: none"> <li>○ <b>Fully</b></li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul> |  |

## Professional Management

| No. | Best Practice  | Evidence   | Compliance  | Action Plan if not/not fully in Compliance  |
|-----|--|--|---|---|
| 26  | The organisation's management is professional and effective and the organisation's policies and procedures seek to promote excellence in all respects. | <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> | <ul style="list-style-type: none"> <li>○ Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ <b>Not applicable</b></li> </ul> | <p>The organisation does not have a senior management as such because it operates as a team with shared responsibilities. Our working plans are revised monthly and responsibilities are assigned. This is reflected in written work plans.</p> |
| 27  | Financial management and control ensure that all funds are effectively used and minimise the risk of funds being misused.                              | <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>   | <ul style="list-style-type: none"> <li>○ <b>Fully</b></li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul> |   |

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|----|---|--|---|---|
|    |   | <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>             |   |   |
| 28 | 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>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>○ <b>Fully</b></li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul> | The evaluation are done in relation to work plans |
| 29 | The organisation ensures that its partners meet the highest standards of probity and accountability.  | <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</li> </ul>  | <ul style="list-style-type: none"> <li>○ <b>Fully</b></li> <li>○ Partially</li> <li>○ Not at all</li> </ul>                           |   |

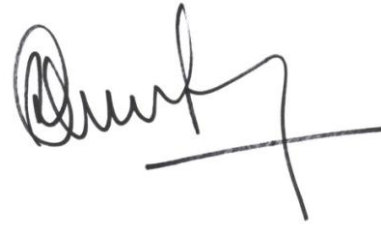
|    |  |  |   |  |
|----|--|--|---|--|
|    |  | <p>selection of effective, legitimate and reliable partners;</p> <ul style="list-style-type: none"> <li>- takes adequate provisions to exclude links with organisations or individuals involved in illegal or unethical practice.</li> </ul>   | <ul style="list-style-type: none"> <li>○ Not applicable</li> </ul>  |  |
| 30 | <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>○ <b>Fully</b></li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul> |  |
| 31 | <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</li> </ul>  | <ul style="list-style-type: none"> <li>○ <b>Fully</b></li> <li>○ Partially</li> <li>○ Not at all</li> </ul>                           |  |

|    |  |  |   |   |
|----|--|--|---|---|
|    |  | <p>of, the organisation;</p> <ul style="list-style-type: none"> <li>- identify appropriate steps to be undertaken in cases of suspected bribery or corruption.</li> </ul>  | <ul style="list-style-type: none"> <li>○ Not applicable</li> </ul>  |   |
| 32 | The organisation respects sexual integrity in all its programmes and activities, and prohibits gender harassment, sexual exploitation and discrimination.                    | <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> <li>-</li> </ul> | <ul style="list-style-type: none"> <li>○ <b>Fully</b></li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul> |   |
| 33 | 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.   | <ul style="list-style-type: none"> <li>○ Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ <b>Not applicable</b></li> </ul> | The organisation operates on the basis of mutual trust and open and collective evaluation |
| 34 | The organisation's practice fully complies with its policies.  | 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 resolved any formal written complaints it may have received concerning its management provisions and practice.                           | <ul style="list-style-type: none"> <li>○ <b>Fully</b></li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul> |   |

Date...December 6, 2008.....

A handwritten signature in cursive script, appearing to read "John R. S.", written in black ink.

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Chair of the Board

A handwritten signature in cursive script, appearing to read "Duff", followed by a long horizontal line, written in black ink.

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Chief Executive Officer