

Click Here to upgrade to

Unlimited Pages and Expanded Features

Your complimentary use period has ended. Thank you for using PDF Complete.

# INGO Accountability Charter

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 % prosso 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 <u>self-certification process</u> in which each signatory provides information on whether over the last 12 months they have ful filled the Charter criteria or not.

- In cases where an organisation has fulfilled a criterion (ticked %/es+under "**Compliance**") they should collect respective evidence and be in a position to provide this evidence <u>upon request</u>.
- In cases where an organisation has NOT FULFILLED or PARTIALLY FULFILLED a criterion (ticked ‰o/not fully+ under "Compliance") they should <u>explain under ‰ction Plan if not in Compliance+how they will make sure that</u> 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.



## Click Here to upgrade to Unlimited Pages and Expanded Features

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.



## 1. Profile of the Organisation

Name of the organisation	ICAE . International Council for Adult Education			
Vision	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; enhancing social and economic productivity and the active involvement of women and men in decisions affecting their lives. Adult Education also has a clear role in narrowing inequality in industrialised countries and in strengthening the relationship between community based education and education for work.			
Mission	To promote lifelong learning as a necessary component for people to contribute creatively to their communities and to live in independent and democratic societies			
Values	We operate with a human rights framework that promotes participation, diversity, inclusivity, accountability and transparency.			
Primary brands				
Major programmes	<ul> <li>Programme I: Advocacy for the Right to Education and Lifelong Learning in the Global Agenda.</li> <li>Programme II: Network Consolidation and Global Networking</li> <li>Programme III: Training ICAE Members and Other Stakeholders</li> <li>Programme IV: Communication and Information</li> </ul>			
Core activities	<ul> <li>Advocacy work, mainly follow up of UN processes</li> <li>ICAE World Assemblies</li> <li>Training of members and others: IALLA (ICAE Academy for Lifelong Learning Advocacy); workshops and seminars on citizenøs watch; international seminars (face to face and virtual)</li> <li>Running of communications tools (website, e-bulletin, listserves, specialised publication Convergence)</li> </ul>			



ed Pages and Expanded Features	<ul> <li>Gender work through its Gender and Education Office, including facilitation the Feminist Task Force of GCAP</li> <li>Coordination of a Climate Change team working on environmental education and other related topics.</li> <li>Coordination of an ICAE Financing Adult Education Group</li> <li>Partnership Building with civil society organizations and networks</li> <li>Debates and proposals on new visions on youth and adult education.</li> </ul>
Ownership and legal form	Non profit organisation registered in Uruguay
<b>Operational structure</b> Including roles and responsibilities of glo and national entities	<ul> <li>The International Council for Adult Education (ICAE) is a global network creat 1973, recognized by UNESCO as an international NGO, level 1, and with consultative status to the United Nations Economic and Social Council (ECOSC The structure of the network is: <ul> <li>General Assembly, defined as the gathering together of the whole members of ICAE. It considers, evaluates and delineates the broad lines of policy and development of the Council.</li> <li>The Executive Council is the responsible governing body accountable t General Assembly. It administers through by-laws and resolutions implementation of the broad policy lines indicated by the General Assembl has a president, a treasurer, seven vice-presidents representing each or regions (Africa, Arab Region, Asia, Europe, Latin America, North Americ the Caribbean) and three ordinary members. The Executive Council appo Secretary General who acts as the Executive Officer of the Council administering the affairs and activities along the broad policy lines laid dow the General Assembly.</li> </ul> </li> </ul>



members (non voting). Each member has an autonomous legal form.         -       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 Counci and to the General Assembly. The office of the General Secretariat is based in the South, in Montevideo, Uruguay         Location and address of global headquarters/ secretariat       Secretary General 18 de Julio 2095 / 301 - 11200 Montevideo, Uruguay Tel/Fax: (+598-2) 409 79 82 secretariat@icae.org.uy / www.icae.org.uy         Number of countries where the organisation operates       ICAE has members in 62 Countries. (Please see member list attached) In some countries there are more than one member).	Number of employees	9
-       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. The office of the General Secretariat is based in the South, in Montevideo, Uruguay         Location and address of global headquarters/ secretariat       Secretary General 18 de Julio 2095 / 301 - 11200 Montevideo, Uruguay         Tel/Fax: (+598-2) 409 79 82 secretariat@icae.org.uy / www.icae.org.uy       secretariat@icae.org.uy / www.icae.org.uy	organisation operates Please attach list of all countries where you	
- 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 Counc and to the General Assembly. The office of the General Secretariat is based in the South, in Montevideo, Uruguay         Location and address of global headquarters/ secretariat       Secretary General 18 de Julio 2095 / 301 - 11200 Montevideo, Uruguay         Tel/Fax: (+598-2) 409 79 82       Tel/Fax: (+598-2) 409 79 82	Number of countries where the	ICAE has members in 62 Countries. (Please see member list attached)
<ul> <li>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 Counc and to the General Assembly. The office of the General Secretariat is based in</li> </ul>	•	18 de Julio 2095 / 301 - 11200 Montevideo, Uruguay Tel/Fax: (+598-2) 409 79 82
		<ul> <li>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 Counci and to the General Assembly. The office of the General Secretariat is based in</li> </ul>



## Click Here to upgrade to Unlimited Pages and Expanded Features

Finance	2006	2007	2008
Income from			
- Individual donations			
- Foundations	267546	677452	607923
- Governments	17343	48539	18919
- International Organisations			
UN, EU, World Bank etc.			
- Business			
- Others- memberships and self contributions for ICAE activities	71724	151183	99284
TOTAL INCOME	356613	877174	726126
<b>Total income by country -</b> for countries/regions that make up 5 percent or more of total income			
Please list countries and provide total income for each one			
Expenditure for			
<ul> <li>Programmes and activities directly addressing the organisation's purpose</li> </ul>	215526	661780	481543
- Fundraising			
- Administration	126978	134684	161599
- Others – Exchange rate gain/loss			39521
TOTAL EXPENDITURE	342504	796464	682663
<b>Total expenditure by country -</b> for countries/regions that make up 5 percent or more of total expenditure <u>Please list countries and provide total expenditure for each one</u>			
Reserves	25089	25089	55089



### Click Here to upgrade to Unlimited Pages and Expanded Features

Significant changes during the reporting period regarding size, structure, or ownership of both liquid and property reserves including - the location of operations, including opening of new offices,

- starting new major activities, and closings
- legal status or ownership
- global structure and governance

## 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 work in the context of universal principles and relevant (e.g. UN) documents	The organisation statutes and key programmatic documents.	<ul> <li>Fully</li> <li>Partially</li> <li>Not at all</li> <li>Not applicable</li> </ul>	
2	The organisation <b></b> 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> <li>Fully</li> <li>Partially</li> <li>Not at all</li> <li>Not applicable</li> </ul>	

Complete	Your complimentary use period has ended. Thank you for using PDF Complete.		
Click Here to upgrade to Unlimited Pages and Ex	panded Features	<u>vritten complaints</u> : either in email or letter through mail or in person with contactable complainant's correspondence. All for mal 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.	

# Independence

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
3	<ul> <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 - ownership and - income	<ul> <li>Fully</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 written advocacy policies	o Fully	Although there are not written policies with respect



<ul> <li>b upunde to Pages and Expanded Features</li> <li>positions and advocacy are <ul> <li>in line with its mission</li> <li>accurate and</li> <li>conform with applicable national law</li> </ul> </li> </ul>	<ul> <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> <li>Partially</li> <li>Not at all</li> <li>Not applicable</li> </ul>	to advocacy, advocacy is an integral part of our working plan, advocacy actions and objectives are reflected in the strategic plan, and there are known procedures that are applied by members when participating in ICAE advocacy actions.
5 The organisation <b></b> practice fully complies with its policies.	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.	<ul> <li>Fully</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	The organisation <b>\$</b>	The organisation s written programme		
	programmes are	strategy, evaluations of terminated	○ Fully	
	conducted in genuine	and ongoing programmes and other	<ul> <li>Partially</li> </ul>	



## Click Here to upgrade to

	Pages ar		

evant documents provide evidence	0	Not at all	
t the organisation <b>\$</b> programmes	0	Not applicable	
engthen self-reliance, self-help and			
oular participation by empowering			
ividuals and communities and			
Iding capacities of local structures.			
e organisation s written programme			
ategy, evaluations of terminated	0	Fully	
d ongoing programmes and other	0	Partially	
evant documents provide evidence	0	Not at all	
t the organisation a programmes	0	Not applicable	
are based on the potential of local			
resources to sustain the activity			
contribute to further strengthening			
sustainability at local level and			
do not create or increase			
dependence on external support.			
e organisation swritten programme			
ategy, evaluations of terminated	0	Fully	
d ongoing programmes and other	0	Partially	
evant documents provide evidence	0	Not at all	
t the organisation a programmes	0	Not applicable	
take relevant local conditions into			
account, e.g. by involving local			
stakeholders in all stages of			
programme design and			
implementation			
take appropriate care of relevant			
local gender, diversity, cultural and			
religious issues;			
avoid negative environmental			
	t the organisations programmes engthen self-reliance, self-help and oular participation by empowering ividuals and communities and ding capacities of local structures. e organisations written programme ategy, evaluations of terminated d ongoing programmes and other evant documents provide evidence t the organisations programmes are based on the potential of local resources to sustain the activity contribute to further strengthening sustainability at local level and do not create or increase dependence on external support. e organisations of terminated d ongoing programmes and other evant documents provide evidence t the organisations of terminated d ongoing programmes and other evant documents provide evidence t the organisations programmes take relevant local conditions into account, e.g. by involving local stakeholders in all stages of programme design and implementation take appropriate care of relevant local gender, diversity, cultural and religious issues;	<ul> <li>the organisation programmes</li> <li>engthen self-reliance, self-help and pular participation by empowering ividuals and communities and lding capacities of local structures.</li> <li>e organisation written programme ategy, evaluations of terminated</li> <li>d ongoing programmes and other</li> <li>evant documents provide evidence</li> <li>the organisation programmes</li> <li>are based on the potential of local resources to sustain the activity contribute to further strengthening sustainability at local level and do not create or increase dependence on external support.</li> <li>e organisation written programme ategy, evaluations of terminated</li> <li>o not create or increase dependence on external support.</li> <li>e organisation programmes and other</li> <li>o account, e.g. by involving local stakeholders in all stages of programme design and implementation take appropriate care of relevant local gender, diversity, cultural and religious issues;</li> </ul>	<ul> <li>the organisation programmes engthen self-reliance, self-help and bular participation by empowering ividuals and communities and lading capacities of local structures.</li> <li>e organisation written programme ategy, evaluations of terminated dongoing programmes and other evant documents provide evidence the organisation programmes are based on the potential of local resources to sustain the activity contribute to further strengthening sustainability at local level and do not create or increase dependence on external support.</li> <li>Fully</li> <li>Not applicable</li> <li>Fully</li> <li>Not applicable</li> <li>Fully</li> <li>Not at all</li> <li>Not applicable</li> </ul>



# Click Here to upgrade to

nited Pa	ges and Expanded Features	impact and, where possible,			
		secure a positive impact.			
9	Funds raised for specific programmes reach the people or cause in whose name they were raised.	The organisation of 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.	0 0 0	Partially	
10	The organisation <b></b> 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.	0 0 0	Partially	

## **Non-Discrimination**

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
11	The organisation promotes diversity, gender equity and balance, impartiality and non- discrimination in all activities, both internal and external.	- The organisation 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> <li>Fully</li> <li>Partially</li> <li>Not at all</li> <li>Not applicable</li> </ul>	



## Click Here to upgrade to Unlimited Pages and Expanded Fe

	es and Expanded Features	<ul> <li>The organization 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>			
12	The organisation <b></b> practice fully complies with its policies.	and instructional material	0 0	<b>Fully</b> Partially Not at all Not applicable	

## Transparency

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
13	The organisation is open, transparent and honest about its structures, mission, policies and activities.	<ul> <li>The organisation 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> <li>Fully</li> <li>Partially</li> <li>Not at all</li> <li>Not applicable</li> </ul>	



	pyrade to es and Expanded Features	where it is based and operates.	
14	The organisation reports publicly at least once a year about its activities and achi evements.	<ul> <li>The organisations annual report which contains: <ul> <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> </ul> </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> <li>Yes</li> <li>No/not fully</li> <li>Not applicable</li> </ul>
15	The organisation 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> <li>Fully</li> <li>Partially</li> <li>Not at all</li> <li>Not applicable</li> </ul>
16	The organisation <b></b> 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> <li>Fully</li> <li>Partially</li> <li>Not at all</li> </ul>

<b>Sector Sector Sector</b> </th <th>Your complimentary use period has ended. Thank you for using PDF Complete.</th> <th></th> <th></th> <th></th>	Your complimentary use period has ended. Thank you for using PDF Complete.			
Click Here to upgrade to Unlimited Pages and Exp		of its reporting and that it has resolved	• Not applicable	
		any formal written complaints it may have received concerning its alleged breach of its reporting provisions.		

## **Good Governance**

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
17	The organisation has a governing body which has responsibility for the oversight of all aspects of the organisation.	<ul> <li>The organisations bylaws, terms of reference for the governing body, and relevant policies and procedures allocate ultimate authority to the organisations governing body.</li> <li>These documents al so state that the governing body</li> <li>selects, supervises and evaluates the chief executive,</li> <li>oversees programme and budgetary matters</li> <li>defines the over all 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> <li>Fully</li> <li>Partially</li> <li>Not at all</li> <li>Not applicable</li> </ul>	



ed Pag	es and Expanded Features	makes sure that public trust is maintained.		
18	The work of the organisation¢ 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.	<ul> <li>maintained.</li> <li>Documentation on the activities of the governing body shows that all the above tasks have been under taken thoroughly and successfull y.</li> <li>The organisations bylaws, terms of reference for the governing body, and relevant policies and procedures</li> <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 bodys own performance.</li> </ul>	<ul> <li>Fully</li> <li>Partially</li> <li>Not at all</li> <li>Not applicable</li> </ul>	
		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		



# Click Here to upgrade to Unlimited Pages and Exp

nited Pag	es and Expanded Features	eplace members of the governing		
		body.		
19	The organisation tries to prevent and, if they occur, actively manages conflicts of interest.	<ul> <li>The organisation bylaws, terms of reference for the governing body, and relevant policies and procedures require that members of the governing body and employees:</li> <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 themsel ves 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> </ul>	<ul> <li>Fully</li> <li>Partially</li> <li>Not at all</li> <li>Not applicable</li> </ul>	
		<ul> <li>refuse large or otherwise inappropriate gifts for personal use.</li> </ul>		
20	The organisation <b></b> 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> <li>Yes</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
21	In accepting funds the organisation ensures that it complies with its own ethical standards.	The organisations 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> <li>Fully</li> <li>Partially</li> <li>Not at all</li> <li>Not applicable</li> </ul>	ICAE's constitution states that %Members shall contribute to the Finance of the Council according to the by-laws then currently in force. Additional Finance may be raised or accepted on behalf of the Council by the Executive Committee+. The by-laws do not include a written policy for accepting or refusing certain donations and subsidies but the Executive Committee is guided by ICAE shistory and ethical beliefs and selects funders accordingly.
22	The organisation respects the rights and wishes of donors.	<ul> <li>The organisation \$\overline\$ written policy confirms donorsqrights</li> <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> </ul>	<ul> <li>Fully</li> <li>Partially</li> <li>Not at all</li> <li>Not applicable</li> </ul>	Although in our written policy there is no specific reference to the donor rights we are guided by our practice and values as well as by the agreements signed with donors.



Click Here to Unlimited Pa	upgrade to Jes and Expanded Features	<ul> <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</li> </ul>		
		<ul> <li>organisations independence and</li> <li>that donations accepted for a specific purpose, are used for that purpose.</li> <li>The organisations fundraising and donor information materials and donor communication are complying with dependence.</li> </ul>		
23	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.	<ul> <li>donorsqrights.</li> <li>The organisations fundraising materials and communication <ul> <li>show how the donati on will further the organisations 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 exagger ations 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> </li> </ul>	<ul> <li>Fully</li> <li>Partially</li> <li>Not at all</li> <li>Not applicable</li> </ul>	



24	The organisation records	The organisation s donor information materials and communication provide detailed documentation on the use of donations. Follow-up with donors about clarity and quality of materials sent to them shows that the organisation intended message is accurately getting through. The organisations written gifts-in-kind		
	and publishes details of all major institutional gifts and gifts-in-kind clearly describing the valuation and auditing methods used.	<ul> <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> <li>The organisations documentation of all major institutional gifts and gifts-in- kind is complete and up-to-date.</li> </ul>	<ul> <li>Fully</li> <li>Partially</li> <li>Not at al</li> <li>Not</li> <li>applicat</li> </ul>	I
25	Te organisation ensures that donations sought indirectly, such as through third parties, are solicited and received in full conformity with its own practices.	<ul> <li>The organisation policy for the use of agents or other third parties for fundraising purposes states</li> <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 of fundraising policy</li> </ul>	<ul> <li>Fully</li> <li>Partially</li> <li>Not at al</li> <li>Not</li> <li>applicat</li> </ul>	I



#### Click Here to upgrade to Unlimited Pages and Expanded F

mited	l Page	es and Expanded Features	and ethical standards.			
			-			
	26	The organisation <b>\$</b> 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 qfundraising materials and practice.	0 0 0 0	<b>Fully</b> Partially Not at all Not applicable	

## **Professional Management**

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
27	The organisation management is professional and effective and the organisation policies and procedures seek to promote excellence in all respects.	<ul> <li>The organisations written management terms and conditions, policies and procedures contain</li> <li>job specifications and personnel profiles for the CEO and Seni or Management Team positions</li> <li>annual work plans for the CEO and the Senior Management Team directly referring to the organisations strategy</li> <li>an appraisal system with the CEO being appraised by the governing</li> </ul>	<ul> <li>Fully</li> <li>Partially</li> <li>Not at all</li> <li>Not applicable</li> </ul>	ICAE does not have a CEO but a Secretary General that is appointed by the Executive Council according to the provisions of the Constitution. The senior personnel is formed by the Secretary General and three Director for Programmes. The annual working plans are the strategic plans for



ed Pag	es and Expanded Features	body.		the Council as such, which
		The organisation strategy and key policies lay down clear objectives and criteria defining excellence.		are implemented by all personnel. The plans are revised monthly and responsibilities are assigned.
28	Financial management and control ensure that all funds are effectively used and minimise the risk of funds being misused.	<ul> <li>The organisation operates according to a budget approved by its governing body.</li> <li>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.</li> <li>The organisations annual, audited financial statements <ul> <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 organisations written finance policy;</li> <li>comply with nationally accepted accounting standards and legal requirements.</li> </ul> </li> </ul>	<ul> <li>Fully</li> <li>Partially</li> <li>Not at all</li> <li>Not applicable</li> </ul>	
29	The organisation has evaluation procedures for	The organisation incorporates appropriate monitoring and evaluation	o Fully	



	ipgrade to es and Expanded Features	ractices in all relevant policies and	○ Partially
	programmes and projects and conducts monitoring and evaluation on the basis of mutual accountability.	systems establishing mutual accountability as part of its culture. 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.	<ul> <li>Not at all</li> <li>Not applicable</li> </ul>
30	The organisation ensures that its partners meet the highest standards of probity and accountability.	<ul> <li>In its policies guiding the selection of and cooperation with partners the organisation</li> <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> <li>Fully</li> <li>Partially</li> <li>Not at all</li> <li>Not applicable</li> </ul>
31	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.	<ul> <li>The organisations written human resources policies and procedures</li> <li>conform fully with relevant international and national labour regulations;</li> <li>provide for remuneration and benefits levels which strike a balance between public</li> </ul>	<ul> <li>Fully</li> <li>Partially</li> <li>Not at all</li> <li>Not applicable</li> </ul>



	es and Expanded Features	<ul> <li>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>		
32	The organisation takes all required provisions to exclude corruption and bribery from its work.	<ul> <li>The organisation relevant policies</li> <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> <li>Fully</li> <li>Partially</li> <li>Not at all</li> <li>Not applicable</li> </ul>	
33	The organisation respects sexual integrity in all its programmes and activities, and prohibits gender harassment, sexual exploitation and discrimination.	<ul> <li>The organisations relevant policies contain appropriate provisions</li> <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> <li>Fully</li> <li>Partially</li> <li>Not at all</li> <li>Not applicable</li> </ul>	



#### Click Here to upgrade to Unlimited Pages and Expanded Featu

ed Pag	es and Expanded Features	he organisation swritten whistle-			There is an enabling
	internal feed-back mechanisms making sure that the organisation consistently stays within its ethical and legal framework and follows its mission.	blowing policy enables and encourages staff to draw managements attention to activities that may not comply with the law or the organisations mission and commitments, including the provisions of the INGO Accountabili ty Charter.		Fully <b>Partially</b> Not at all Not applicable	environment for staff to talk openly with those in senior positions and with the Executive Council about issues pertaining the organisation gelegal and ethical framework
35	The organisation 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.	0 0 0	<b>Fully</b> Partially Not at all Not applicable	

Date.....

Chair of the Board

Chief Executive Officer