

# **GRI Level C Reporting**

## **Template for NGOs**

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**Name of organization: Stichting Panos Network**

**Filled in by:**

**Name: Sahba Chauhan**

**Position: Panos Network Coordinator**

**Email: [sahba@panossouthasia.org](mailto:sahba@panossouthasia.org)**

**Phone number: 91-11-24615218, 24615217.**

# **1.Strategy and Analysis**

## **1.1 Statement from the most senior decision-maker of the organization.**

The Stichting Panos Network is a worldwide network of six institutes working with media and other information actors to foster public debate, media pluralism and democracy and amplify the voices of vulnerable, marginalized and excluded people in development debates. As experts in 'communication for development', Panos operates in Africa, South Asia, the Caribbean and Europe, with offices in 20 countries and a total workforce of 224 in 2011, working in more than 30 languages reaching thousands of direct beneficiaries and millions more through media outputs in print, radio and television and online.

Panos' work is underpinned by a theory of change, and focus is given on creating communication pathways to support social change. One of Panos' key strengths is the ability to identify an underlying issue that needs attention and to quickly mobilise media coverage to highlight these issues, while ensuring that reporting is balanced, responsible, includes the views and voices of those who are most affected while protecting vulnerable groups. This process ensures that these hidden – and often controversial issues are sensitively brought into the public realm for debate, analysis and action.

In 2002 Panos AIDS programme was rebranded as the "Global AIDS Programme" (GAP), and its first strategy was developed to directly support the ambitious HIV communication reform agenda given in Missing the Message. In 2006, GAP adopted its main mission to enhance participation, ownership and accountability in responses to HIV and AIDs by amplifying the voices of those who are most affected, and stimulating information public and policy debate through innovative communication. During July 2012, an independent consultant was contracted to undertake a review of Panos Global AIDS Programme to document the history of GAP, key achievements, challenges and constraints of the programme, lessons and recommendations for the future. In last year's statement we spoke about the damaging effects of recession and international budgetary cuts to social and development programmes. In that occasion we said: "The effects of the deep recession in the economies of the developed world which began in 2008 emerged with a vengeance on development funding in 2010-11 and the situation looked set to deteriorate further in the following years. Many trusts and foundations which support international development activities were badly affected by the fall in values at the time of the crisis and quickly moved to reduce commitments and limit or halt new funding; and the levels of their support has yet to recover. In the immediate aftermath of the global recession bilateral government funding had remained steady, but new expenditure cycles as well as the development of a major sovereign debt crisis in Europe meant that governments began to reallocate and cut back Overseas Development Assistance (ODA) significantly only in 2010-11. The OECD reported that 2011 marked the first reduction in international aid in 15 years; and its impact on organisations like Panos was compounded by significant cuts in staffing of bilateral development agencies which in turn meant that these donors moved increasing amounts of their support to major inter-governmental agencies (such as the World Bank) or major INGOs in order to reduce transaction costs. The type of development activities supported also became a lot more conservative, with donors becoming less interested in supporting long-term development processes and increasingly focused on

interventions which could be easily delivered, simply measured and show immediate impacts.”

Given the nature of its work, these changed priorities and funding trends badly affected the Panos Network even deeper and in March 2013, the London office of the Panos Network closed, bringing 26 successful years to a conclusion. The decision to move towards a managed closure was taken by Panos London’s Trustees following an extensive review of operational costs, the external funding environment and strategic direction.

Many discussions had to take place with donors, other Panos Network offices and partners to take on Panos London’s existing projects. Some considerations are being made to establish a single Panos Europe in 2013 to be based in Paris.

Panos London’s strategy 15 years ago was to help create today’s Panos Network and to support its successful growth. It has since grown to a network of seven autonomous organisations in Europe, West, East and Southern Africa, the Caribbean and South Asia. The closure of Panos London brings the total number of Panos Network offices to six. “When Panos London began, participatory communication was at the margins of development practice, now it is at the centre. Panos London was among the first to explore the links between the HIV epidemic, poverty and powerlessness; these links are now undisputed.

Learning from this painful experience has impulse the Panos Network to continue trying to find innovative ways to measure, evaluate and report on the outcomes of its work and remains being one of its major organisational challenges for the years to come. The Network’s first collective strategic plan – its *Strategy to 2015* – therefore remains an exciting and critically important guide to its work (see: <http://panos.org.uk/wp-content/files/2011/01/Panos-Network-Strategy-final-for-web.pdf> for more details and section 2.2 below). The Network, despite its funding setbacks, continued to meet its internal targets in 2012 with increased media and communication outputs and successful programme outcomes.

Panos believes that having access to relevant information and the ability to amplify information and perspectives on issues that affect them, effectively helps the most vulnerable and marginalized people to get closer to achieving social justice, basic security and enforcing democracy and respect for their rights.

Coming closer to the 2015 deadline established by the Millennium Development Goals, poses both an opportunity and a challenge for most countries. Along the 15-year track, some goals have been either fully or nearly achieved, but on the other hand, complete regions are dangerously lagging behind and need full attention.

The Panos Institutes, thanks to their geographical spread and innovative participatory methodologies, have been able to tackle many of the sensitive issues that build the road to sustainable development. Global change, freedom and pluralism, gender equality, environment, health and governance issues are only a few of the many themes in which Panos institutes engage around the globe.

**Arelys Moreno de Yáñez**  
**Chair, Forum of Directors**

## 2. Organizational Profile

### 2.1 Name of the organization.

Stichting Panos Network (Panos Network Foundation)

Its website is: [www.panos.org](http://www.panos.org).

### 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.).

The Panos Network is a specialist 'communication for development' organisation which uses media and communication to inform, empower, develop and build the capacity of vulnerable and marginalised communities to speak to, debate and shape the decisions that affect their own development. The Network directly implements media and communication projects with these communities and other information actors whose work affects them (such as the media and local NGOs); builds the capacity of these communities and actors; and advocates for their information and communication rights and inclusion.

The Network's mission statement can be found at <http://www.panos.org/node/21>. The Network has an agreed *Strategy to 2015* (see: <http://panos.org.uk/wp-content/files/2011/01/Panos-Network-Strategy-final-for-web.pdf>) with three key goals:

**Goal 1:** To contribute to sustainable development and democracy - at local, national and international levels - through the strengthening of media, information and communication processes and partnerships.

**Goal 2:** To bridge the communication divide, in order to increase the access to information of vulnerable, marginalized and excluded people and to strengthen their voices to participate in and influence the development agenda at all levels.

**Goal 3:** To build an innovative and effective global Network based on the principles of fairness, equity and respect for diversity.

The Network will work towards these Goals between now and 2015 by achieving five objectives:

**Objective 1:** To ensure that the most critical sustainable development issues facing the world today are subject to intensive public debate in developing and developed countries that is balanced, informed and inclusive of the voices and perspectives of vulnerable, marginalized and excluded people.

**Objective 2:** To build the skills and capacity of media and other communication actors to report on local, national and global development issues.

**Objective 3:** To promote free, plural and effective media and communication channels.

**Objective 4:** To build support in the local and international communities for media and communication as key elements of sustainable development.

**Objective 5:** To ensure the Panos Network of Institutes maximise their individual and collective strengths and resources.

Over 26 years Panos has pioneered the importance of incorporating and responding to the 'Voices' of individuals and communities in whose name development processes and programmes are implemented. This includes the development of 'Oral Testimony' – training local people to conduct interviews that draw out direct personal experience and memory – as a way for ordinary men and women to articulate their perspectives on development and change. More information on our Oral Testimonies work is available at <http://www.panos.org/taxonomy/term/34>.

Panos is also renowned for its work to support the media in the developing world – especially radio, the medium that in many countries reaches poor people most easily – and analyses the role it can play in development. We help the press and radio stations produce articles and programmes on issues of local public concern, and we enhance the skills of journalists to report on development issues. We also endeavour to strengthen the legal and regulatory environments, which allow an independent and quality media to flourish – for instance by supporting local organizations to lobby against high taxes on small radio stations.

Making the Internet, mobile phones and other telecommunication tools more accessible and affordable to poor and rural people is critically important in empowering them to influence the political, economic and social decisions which affect them. At the national policy level we host debates between governments, private sector providers and researchers, for example on the pros and cons of allowing greater competition between Internet service providers.

We collaborate with major international development agencies – such as the World Health Organisation, UNAIDS, IFAD (on rural poverty), the UN Framework for Climate Change and the UN Economic Commission for Africa – encouraging them to devote more resources and effort to communication.

Individual Panos Institutes have programmes on sustainable human development, children & youth, climate change, energy, environment & natural resources, food security, gender, globalisation, public health, HIV-AIDS, human security and peace building, ICTs, migration, media pluralism, and pastoralism. The Network also runs a collective Global AIDS Programme (GAP, see [www.panosaid.org](http://www.panosaid.org) for more details). The table below summaries the principal programme activities and focus of each Panos Institute:

|                     | Panos Caribbean | Panos London | Panos South Asia | Panos Southern Africa | Panos Paris | Panos East Africa | Panos West Africa |
|---------------------|-----------------|--------------|------------------|-----------------------|-------------|-------------------|-------------------|
| Global issues       |                 |              |                  |                       |             |                   |                   |
| Climate change      | •               | •            | •                | •                     | •           | •                 |                   |
| Health and HIV/AIDS | •               | •            | •                | •                     | •           | •                 | •                 |
| Energy              |                 | •            |                  |                       |             |                   |                   |
| Environment         | •               |              | •                |                       |             | •                 | •                 |

|  |   |   |   |   |   |   |   |
|--|---|---|---|---|---|---|---|
| and natural resources                                  |   |   |   |   |   |   |   |
| Food security  |   |   |   | • |   |   | • |
| Gender   | • | • | • |   | • | • | • |
| Globalisation  |   |   | • | • |   |   | • |
| Human security, war and conflict                       |   | • | • |   | • | • | • |
| Migration and mobility                                 |   | • | • |   | • |   | • |
| Human rights and diversity                             |   |   | • | • | • | • | • |
| Media and communications                               |   |   |   |   |   |   |   |
| ICTs, knowledge management and the information society | • | • | • | • | • | • | • |
| Media development                                      | • | • | • | • | • | • | • |
| Pluralism of information                               |   | • | • | • | • | • |   |
| Special focus  |   |   |   |   |   |   |   |
| Children and youth                                     | • | • | • | • | • | • | • |
| Citizen journalism                                     |   | • | • | • | • | • | • |
| Governance   |   | • |   | • | • | • | • |
| Oral Testimony   | • | • | • | • |   |   |   |
| Research Communication                                 |   | • | • | • |   | • |   |

For more information on our work please visit

<http://www.panos.org/taxonomy/term/19> and each Panos Institute's website:

**Panos Caribbean:** [www.panoscaribbean.org](http://www.panoscaribbean.org)

**Panos Eastern Africa:** [www.panosea.org](http://www.panosea.org)

**Panos London:** [www.panos.org.uk](http://www.panos.org.uk)

**Panos Paris:** [www.panosparis.org](http://www.panosparis.org)

**Panos South Asia:** [www.panossouthasia.org](http://www.panossouthasia.org)

**Panos Southern Africa:** [www.panos.org.zm](http://www.panos.org.zm)

**Panos West Africa:** [www.panos-ao.org](http://www.panos-ao.org)

## 2.3 Operational structure of the organization, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures.

The Panos Network is a worldwide family of Institutes initially established in 1986 to respond to international development challenges by using communication and the media. The Network is now made up of seven autonomous institutes based in Africa, South Asia, the Caribbean and Europe, with 23 offices in 20 countries (see below, with Institute's main office highlighted in bold and branch offices in roman). Each Institute is legally accountable to its own board.

| Region                 | Countries   | Number of Offices |
|------------------------|---|-------------------|
| Europe                 | France, Belgium, UK   | 3                 |
| West African           | Mali, Senegal   | 2                 |
| Americas and Caribbean | Haiti, Jamaica, U.S.A.  | 3                 |
| Asia                   | Bangladesh, India (3), Nepal, Pakistan, Sri Lanka               | 7                 |
| East Africa            | Ethiopia, Uganda  | 2                 |
| Southern Africa        | South Africa, Zambia  | 3                 |
| Central Africa         | Burundi, Democratic Republic of Congo, Central African Republic | 3                 |
| <b>Total</b>           |   | <b>23</b>         |

In 2000 the various Panos Institutes established a governing structure for leading and coordinating their activities, the Panos Council. The Panos Council constituted itself legally as 'The Panos Network', which was registered as a Foundation (Stichting Panos Network) under Netherlands' law on 7 April 2006. To support the development of the Panos Network a small Secretariat was opened in 2006 in New Delhi, India. A liaison office in Washington, D.C., was established by five of the Panos Institutes and is managed by Panos Caribbean.

## 2.4 Location of organization's headquarters.

The Panos Network Secretariat is located in New Delhi, India.

Stitching Panos Network  
2<sup>nd</sup> Floor, D-302,  
Defence Colony,  
New Delhi-110024, India.  
Ph: +91 11 2461 5217 +91 11 2461 5218  
Email: [sahba@panossouthasia.org](mailto:sahba@panossouthasia.org)

## 2.5 Number of countries where the organization operates.

Panos has projects in 70 countries around the world. Some of these countries have projects involving more than one Panos Institute. In some countries, Panos does not have an office and works through consultants and partner organizations.

| Region | Names | Number of Countries |
|--------|-------|---------------------|
|--------|-------|---------------------|

|                             |   |           |
|-----------------------------|---|-----------|
| Europe                      | UK, Spain, France, Belgium, Poland, Sweden, Germany, Italy  | 8         |
| West Africa                 | Benin, Ghana, Ivory Coast, Mali, Niger, Burkina Faso, Senegal, Mauritania, Sierra Leone, Nigeria, Liberia   | 11        |
| South America and Caribbean | Jamaica, Haiti, U.S. territories (Puerto Rico, US Virgin Islands), Antigua, Saint Lucia, Barbados, Dominican Republic, Trinidad and Tobago, Argentina, Brazil, Colombia, Suriname, Guyana | 14        |
| Asia                        | India, Nepal, Pakistan, Bangladesh, Sri Lanka, Afghanistan, Kazakhstan, Lao PDR   | 8         |
| Central Africa              | DRC, Burundi, CAR, Rwanda, Cameroon   | 5         |
| East Africa                 | Uganda, Kenya, Tanzania, Sudan, Ethiopia, Somalia, Eritrea, South Sudan and Djibouti  | 9         |
| Southern Africa             | Zambia, South Africa, Mozambique, Namibia   | 4         |
| East Asia                   | Indonesia, Philippines, Solomon Islands   | 3         |
| MENA                        | Morocco, Algeria, Tunisia, Syria, Lebanon, Jordan, Egypt, Palestinian territories   | 8         |
| <b>Total</b>                |   | <b>70</b> |

## 2.6 Nature of ownership and legal form.

The Panos Network is legally registered as an international foundation (Official name: Stichting Panos Network) in The Netherlands. The Panos Network Secretariat is located in New Delhi, India.

Address in India:  
 Stichting Panos Network  
 2<sup>nd</sup> Floor, D-302,  
 Defence Colony,  
 New Delhi-110024, India.  
 Ph: +91 11 2461 5217 +91 11 2461 5218  
 Email: [sahba@panossouthasia.org](mailto:sahba@panossouthasia.org)

Communications regarding our legal registration and status in The Hague can also be addressed to Ms. Sandra Gerarda van de Graaf at: [sannevandegraaf@gmail.com](mailto:sannevandegraaf@gmail.com).



## 2.7 Target audience and affected stakeholders.

Panos works to ensure that the voices and perspectives of **vulnerable marginalized and excluded people** are included in development debates and issues that affect them.

Panos also strives to build the skills and capacity of **media houses, journalists and other communication actors** to report on local, national and global development issues and to promote free, plural and effective media and communication channels.

Panos works towards building support in the **local and international communities such as UN agencies, donors and International NGOs** for media and communication as key elements of sustainable development.

To this end, Panos:

- **Works with poor and marginalised people** to support them to articulate and communicate their needs and perspectives, and to support their involvement in decision-making. An external evaluation was carried out in 2011, which confirmed the effectiveness of the methodology and contributed to its consolidation as a tool. It joins other methodologies in the Panos repertoire developed by the organisation for similar purposes – such as the ‘Radio Clubs’ approach pioneered and promoted by Panos Southern Africa. Another example is Panos’s work for the IFAD *Rural Poverty Report* that is published every decade. For its 2011 edition IFAD commissioned Panos London to collect oral testimonies from men and women living in rural areas in China, Egypt, Madagascar, Pakistan, Peru and Senegal. Panos London coordinated additional stages of oral testimony collection and photography with partner organisations in each of the six countries, and worked with IFAD to produce summaries of the testimonies, extracts and full transcripts for use in the *Rural Poverty Report* itself and the IFAD website.
- **Works with journalists and media houses** to improve their reporting on development issues: to give greater coverage to development issues, include more direct voices and perspectives of poor and marginalised people in reporting, and better contextualise poverty in the social issues that drive it. This entails building the capacity of journalists from developing countries, building relationships with editors to support more development coverage – both in developing countries and in elite media in Europe. Another focus of Panos’s work is to support journalists to build better relationships with researchers and facilitate research uptake. In 2010-11 Panos worked with journalists from a wide range of countries internationally including Afghanistan, Argentina, Brazil, Cameroon, Colombia, Guyana, India, Indonesia, Jamaica, Kazakhstan, Kenya, Liberia, Mali, Namibia, Nepal, Nigeria, Pakistan, Philippines, Rwanda, Solomon Islands, Somalia, South Africa, South Sudan, Suriname, Tanzania, Uganda, and Zambia. It works with editors and media houses in Europe including the UK, Spain, Sweden and Poland.
- **Work with researchers and research institutions:** to support greater media reporting, public debate and policy uptake of research relevant to development, poverty reduction. Panos London’s Relay programme has built relationships between researchers and media in Kenya, Malawi, Tanzania, Uganda, Zambia and India (Northeast). Research about development and communication issues is often

carried out as part of feasibility or baseline studies for new projects in Panos. The findings are also shared outside Panos, by being published or shared through workshops. Some examples of Panos studies during the reporting period are as follows:

- The vulnerability of conflict-affected communities to HIV/AIDS in sub-Saharan Africa;
  - Approaches to dealing with the social drivers of AIDS in Uganda, published as *Communication Challenges in HIV Prevention: Multiple Concurrent Partnerships and Medical Male Circumcision* (for more details see <http://www.panosea.org/index.php?page=publications&i=7>).
  - Poor people's channels for influencing policy-making in four southern Africa countries; The implementation of 'National Adaptation Plans of Action' on climate change in three southern African countries; and
  - Public perceptions of public service broadcasting in 8 Arab/Maghreb countries (see: <http://www.panosparis.org/fichierProdGB/fichierProd3757.pdf> as an example on Tunisia).
- **Reaching policy-makers:** Panos aims to influence local and national policy through dialogue and debate – both indirectly through media coverage and enhanced levels of public debate, and through participation in face-to-face dialogues. Panos has engaged with governments and media and/or civil society organisations in some of the 70 countries it worked in 2011 on policy development in support of stronger and more independent media.
  - **UN agencies, donors and International NGOs:** Panos works with a range of UN agencies and international organisations to advocate for the more effective use of communication approaches that support the meaningful involvement of poor and marginalised groups in development efforts.

## 2.8 Scale of the reporting organization.

Panos was established in 1986 with the simultaneous formation of three Institutes in London, Paris and Washington, D.C., to foster debate on selected under-reported, misrepresented or misunderstood development issues through the media and other communication channels.

During the 1990s these Institutes created regional offices which progressively expanded programmes and partnerships in their regions of operation. These regional offices became fully independent organizations in West Africa (2000), South Asia (2002), Southern Africa (2005) and Eastern Africa (2006). In 2005, Panos Washington reconstituted itself as a regional organization, Panos Caribbean, based in Haiti. The Panos Network now consists of seven autonomous Institutes (for more details see section 2.3 above):

## 2.9. Significant changes during the reporting period regarding size, structure, or ownership.

The Panos London office went through a major restructuring process in 2010-11, reducing its staff capacity from 42 to 23.

## **2.10 Awards received in the reporting period.**

Panos-trained journalists in 2011 received a number of awards for feature articles and radio programmes directly supported by Panos Institutes.

## **3. Report Parameters**

### **Report Profile**

### **3.1 Reporting period (e.g., fiscal/calendar year) for information provided.**

This report covers the 10-month of 31<sup>st</sup> March 2011 – 31<sup>st</sup> December 2011.

### **3.2 Date of most recent previous report (if any).**

Panos reported last year in April 2012 for the period 1st April 2010 to 31st March 2011.

### **3.3 Reporting cycle (annual, biennial, etc.).**

Panos reports to the INGO charter annually.

This year we have moved to calendar year reporting and hence there is an overlap in this report

### **3.4 Contact point for questions regarding the report or its contents.**

For any questions on this report and other queries on the Panos Network, please contact: Sahba Chauhan, Network Coordinator at: [sahba@panossouthasia.org](mailto:sahba@panossouthasia.org)

## **Report Scope and Boundary**

### **3.5 Process for defining report content.**

The report was prepared by the Network Coordinator under the supervision of the Network's Forum of Directors and the Executive Council of the Panos Council. Last year's feedback from the INGO review committee was also considered while preparing this report. This report draws its content from the accountability reports of member Institutes and a questionnaire based on the GRI NGI level C template wherever extra information was required. In addition, interviews were also conducted with directors

and institute staff via Skype for clarifications on the data provided. Member institute websites, donor reports and annual income and expenditure reports were also used to gather information.

### **3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.**

The data in this report represents the performance of all 7 Panos Institutes, but not their partner organizations.

### **3.7 State any specific limitations on the scope or boundary of the report.**

As mentioned earlier, this report provides an overview of the work of the member institutes of the Panos Network. For additional information on Panos' work, please refer to our website (<http://www.panos.org>) and individual Institute's Annual Reports and websites (see section 2.2 for details).

Through many years of partnerships and national level working Panos Institutes have developed long-standing relationships and trust with many partner organizations and our projects and ongoing relationships demonstrate our mission and commitment to accountability, transparency and involvement of marginalized and excluded groups. However, as a small to medium-sized organisation working on complex, process-oriented and long-term capacity-building development initiatives - with limited resources available for reporting - we recognise that more work needs to be done to measure more effectively the outcomes and impact of our work. Some measures of this INGO Accountability Charter reporting framework (for instance, on the Network's carbon footprint and environmental impact) we have not yet established consolidated mechanisms to record and consolidate. We hope that our engagement with the INGO charter will drive us further to improve our reporting on these aspects of our work.

### **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.**

Not applicable.

### **3.9 Data measurement techniques and the basis for calculations**

Not applicable.

### **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).**

Not applicable.

### **3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.**

Not applicable.

## **GRI Content Index**

### **3.12 Table identifying the location of the Standard Disclosures in the report.**

Not applicable.

## **4. Governance, Commitments, and Engagement**

### **Governance**

### **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.**

Over the last decade, the Panos Network has established a governance structure and rules of conduct and procedure that govern and oversee its work. These include:

- The Panos Council, the supreme governing body of the Panos Network.
- A Constitution for the Network, which provides for the formation of the Panos Council, the highest organ of the Network;
- Drawn from the Constitution, a Stichting Panos Network Foundation document, legally establishing the Panos Network as an international organisation registered in the Hague, the Netherlands;
- A set of By-Laws;
- A Code of Conduct on Fundraising and Programme Implementation;
- A growing set of Resolutions passed by the Council;

- A three-person Executive Committee to oversee the work of the Network between Council meetings;
- A Panos Network Secretariat; and
- A Forum of Directors.

The Panos Council meets annually, and is made up of two representatives from each of the Panos Institutes (a Governing Board member and its Executive Director). Currently the Panos Council has 14 members, two from each of the 7 Panos Institutes.

The governing bodies under the Panos Council are as follows:

- Executive Committee – The Panos Council has a three member executive committee of members. The EC has three office bearers in the committee: the Chairperson, the Secretary and the Treasurer. The members of the Executive Committee are elected annually at the Panos Council meeting.
- Forum of Directors – The Forum of Directors is a managing body of the network. It oversees the day-to-day management of the Panos Network programs. It is responsible for allocation of funds within the Network through an elected Allocation Committee. It is comprised of seven members, the Executive Directors from each Institute.
- Panos Network Secretariat – The Secretariat reports to the Executive Committee and carries out tasks in support of the Panos Network and implementation of its collective *Strategy to 2015*. The Secretariat is line-managed by the Council's Executive Committee. It is mainly responsible for coordination among the Network members. It also performs functions of knowledge management, and record keeping. Currently the Secretariat consists of one coordinator. The Secretariat is currently hosted by Panos South Asia in New Delhi, India.

#### **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.**

The Chair of the Panos Council is never appointed as an executive officer of the Network.

The Panos Council meets once a year to discuss high level strategic issues of the organisation and take any critical decisions required. Between meetings of the Panos Council, the Council's Executive Committee (drawn from the members of the Council) oversees the work of the Network Secretariat and ensures the Council's decisions are executed and preparations made for decisions at future Council meetings.

The Forum of Directors on the other hand is an independent body that manages the ongoing programmatic work of the Network, including disbursement of funds and management of grants through its allocation committee. The Executive Committee has elected to it at least one Executive Director of a Panos Institute who provides – with the Network Coordinator and the Chair of the Forum of Directors – interaction and coherent linkage between the EC and the Forum of Directors.

### **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.**

The Panos Council is made up of two representatives from each of the Panos Institutes (a Governing Board member and its Executive Director). Currently the Panos Council has 14 members, two from each of the seven Panos Institutes. It is the highest governing body of the Panos Network.

All of the members on the Panos Council are independent members with voting rights.

### **4.4 Mechanisms for internal stakeholders (e.g., members), shareholders and employees to provide recommendations or direction to the highest governance body.**

Internal stakeholders and employees can provide recommendations through the Forum of Directors and the Executive Council to the Panos Council. They can also approach the individual boards of each institute. In 2011, we also established a feedback and discussion forum on our Intranet portal to solicit recommendations to the governing bodies.

In 2011, the Panos Executive Council also conducted two internal reviews (of the Panos Council and the Network Secretariat) based on feedback from the various internal stakeholders on the performance of the Panos Council and the Network Secretariat and ways to strengthen its working in the future.

## **Stakeholder Engagement**

### **4.14 List of stakeholder groups engaged by the organization.**

A number of stakeholder groups are the target of Panos work, and also engaged in shaping Panos interventions as a part of their development, including poor and marginalised groups, people living with HIV, journalists and editors, and researchers. Some of our stakeholders include:

- **Local and national civil society organisations (CSOs) and community based organisations (CBOs):** Panos works with local CSOs for joint project programme implementation, assistance in gaining credibility and trust with beneficiaries, and to provide them support for institution building.
- **Regional CSOs:** For joint project implementation; Panos also provides support to their region-wide coverage and communication.
- **International CSOs:** Collaboration on the implementation of activities; Infusion of knowledge of and interest in media and communication for development.

- **Community, local, national and regional media:** Joint activities (particularly in journalism): Panos provides training, and supports the production and dissemination of relevant media productions; Panos also supports local media's knowledge on development issues.
- **International media and international news agencies:** Production for and dissemination of media outputs.
- **Networks of journalists:** Panos provides training of many kinds, joint production of stories, dissemination mechanisms and institutional and programmatic support.
- **Governments and local authorities:** Panos supports communication activities on themes and issues of concern to Panos and collaboration in project implementation.
- **Local, national, regional and international donor agencies:** Panos engages with donors to strengthen their understanding of the role of media and communication in development. Panos also provides a project implementation mechanism.
- **Other corporate sector (non-media):** Panos usually works with the corporate sector to open access to and build relationships with marginalised and vulnerable people – particularly in relation to media and ICTs.

Also see 2.7 above.

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

Each Panos Institute runs its own process by which they identify and select their stakeholders. In most cases, the stakeholders are selected based on a review conducted by each Institute on the track record of the stakeholder/partner and their expertise in the programme or issue that is under consideration. Panos is a media and communication organisation, and therefore most of our stakeholders are involved in media and communication work. Each Institute is required to have a monitoring and evaluation team, which assesses the programmes from the beginning to the end. All information about our stakeholders is made public via our annual reports.

**Poor and marginalised groups:** Panos reviews secondary research and conducts analysis of the context in which a project is developed to ascertain which groups are most marginalised and seeks to work with these groups to build their capacity for voice.

**Partner organisations:** Panos seeks to work with partner organisations that have an established track record of working with marginalised groups and shared principles of work, focusing on respect for their perspectives and commitment to their empowerment. Partners are also identified according to different project specific criteria such as: (1) their expertise on specific issues (ICT, HIV, human rights, etc.); (2) their local anchoring, and their capacities of mobilization; (3) their representativeness and legitimacy.

**Donors:** Panos seeks relationships with donors who are committed to poverty reduction and the meaningful involvement of developing country stakeholders. Acceptance of money from government or multilateral donors is based on an analysis of the scope for independent work for Panos to pursue its mission and values. In the case of private sector donors, the Panos Network has an internal guidance note (and some Panos Institutes have more detailed policies in place) which supports a case-by-case analysis which considers the value of the funding and partnership but also any potential dangers of compromising Panos's independence of action or impacts on its perceived reputation for impartial and critical work.



## **Program Effectiveness**

### **NGO1 - Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs.**

As a relatively small organisation Panos does not have a formalised process for involving affected stakeholder groups in the design of every project, but involvement is often substantial and sometimes involves an element of 'emergent' design of projects. However as a principle, Panos develops projects and programmes in partnership with local partners.

Panos programmes are participatory in nature – both primary and secondary stakeholders are involved in the project conception & design, implementation and monitoring & evaluation phase through a number of processes.

- Consultation meetings and discussions during programme development
- Involvement in issues definition during strategic planning meetings, annual and quarterly reviews
- Involvement in monitoring activities
- Feedback sessions
- Role definition and signing of MoUs
- Technical support and consultancies
- Programme implementation

As a communication organisation, Panos will often develop a communication or dialogue process based on its accumulated communication expertise, but the channels and modes of communication, and the thematic content and priorities will substantially come from the stakeholders in the project. For example, in the case of Panos London's 'Beyond Consultation' programme, the themes on which to work, and the practical services changes to be addressed were largely led by African migrant experiences and peer research, and also the experiences and input of staff that provide the services (see <http://panos.org.uk/projects/beyond-consultation/>). In this way the project was strongly shaped by the stakeholders with Panos in a facilitation and catalytic role. In a similar fashion, Panos's Oral Testimony projects often involve the implementing partner being at the same time a stakeholder and beneficiary, enabled to build their capacity to document and explore their own experiences; and in this way articulate needs and priorities which may previously have been unheard (see for more details <http://www.panos.org/taxonomy/term/34>).

Panos has long-standing relationships with groups of stakeholders and has built up an engagement and understanding over time, that often means key issues and priorities for work bubble up from these engagements, rather than through any time-bound or specific consultation on work priorities.

Panos is also aware of the need to extend and to an extent formalise beneficiary involvement, to ensure that work priorities are not guided by unexamined assumptions and prevailing wisdom. Increasingly, Panos is including a structured needs analysis in all new project proposals to ensure that input is gained from marginalised groups, and

there is an adequate understanding of the most pressing issues, and most relevant means of communication, from their point of view.

Panos is currently reviewing and strengthening its monitoring and evaluation processes and in particular rigorous use of participatory monitoring and evaluation. Consistently using a 'theory of change' approach helps us to more systematically identify the range of stakeholders and partners implicated in projects. Secondary research is increasingly drawn on to get an accurate picture of what different stakeholder experiences are of relevant issues, and consultation with partners and beneficiary groups in development of projects is increasingly aimed for.

## **NGO2 - Mechanisms for feedback and complaints in relation to programs and policies and for determining actions to take in response to breaches of policies.**

**Complaints and feedback:** Each Panos institute has their own internal mechanisms for feedback and complaints in relation to programmes and policies and for determining actions to take in response to breaches of policies. Panos connects all staff members across the network through a Panos Intranet system via which staff can access all staff guidelines, code of conduct, by-laws and other policy documents of the network. The site also contains a 'Discussion Board' where staff members can ask for any clarifications and raise any issues related to their programmes and job roles. The intranet has sub-sections where the staff can also chose to discuss matters with their Institute colleagues.

The formal complaints and feedback mechanisms of Panos institutes involves mainly:

- Use of individual Panos Institute website and intranet for feedback, comments and complaints
- Participation in quarterly and annual reviews.
- Written complaints and feedback to directors and the governance board.
- Staff and board meetings including the various committees.

Some Panos institutes have put in place specific policies and mechanisms in place to this issue. For example, Panos Caribbean and Panos London have whistleblower policies in force that enable staff to communicate breaches in policies to the Board. Panos Caribbean also conducts Output Evaluative sessions with beneficiaries and stakeholders allow for immediate feedback and complaints. Panos London has a special 'Hold Us To Account' section on its website where any beneficiary or stakeholder can make comments, questions or complaints directly to the organisation's trustees and – in addition – a mediated space where public feedback is shared and made available for comment (see <http://panos.org.uk/about-us/accountability/>). In addition, contact details are given with every publication and media outputs and Panos London's website invites public comments. PL staff monitor feedback and ensure it is responded to; and if a complaint is received, Panos London makes the complaint and its response public.

To supplement this, the Panos Network has also included a feedback section on its website ([www.panos.org/contact](http://www.panos.org/contact)) where partners and supporters can leave feedback on the Network's work and on issues we support.

**Working relationships:** In the case of working relationships with partners and consultants, these are governed by a mutually agreed contract or a Memorandum of Understanding. The Panos Network also has an agreed and signed code of conduct,

constitution documents and by-laws. These documents clearly mention the policies and actions that could be taken in response to breach of policies. Panos strictly adheres to these guidelines and agreements in all cases. These documents are available for all staff members of all Institutes on the intranet website of the Network.

**Internal feedback:** Four Panos institutes (Panos London, Panos South Asia, Panos Southern Africa and Panos Eastern Africa) have Human Resources policies in place (including equal opportunities, grievance procedures, etc.), a clear line-management structure and regular mutually agreed performance appraisals.

All seven Institutes in the Network have a Governing Board that is responsible for ensuring that the Institutes are following their own and the Network's Constitution, By-Laws, Code of Conduct and policies. The members of the governing boards are unpaid, are experts from various sectors, and are available to staff and other stakeholders.

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

Evaluating media and communication projects is a major challenge shared by all organisations working in the communication for development field. Panos has been committed to creating innovative Monitoring & Evaluation (M&E) frameworks to meet the requirements of our type of work. As the Panos Network we have agreed to establish a common M&E framework; we are using the 'theory of change' approach in project design and M&E to enhance our accountability to both donors and partners. The Panos Network *Strategy to 2015* outlines the aims of our M and E work as follows.

- Work together and pool ideas, skills and experiences so that individual institutes and the network as a whole can improve M&E practice and build up a body of knowledge.
- Use a common structure and approach to some, if not all, of our monitoring and evaluation.
- Use a common terminology, as far as possible, so that it is easier to discuss issues and share experiences agree targets for carrying out M&E.
- Each year agree a system and structure for coordinating the activities and managing the knowledge generated.

Since 2006, Panos has increasingly invested in strengthening, consolidating and standardising its monitoring and evaluation analytical framework, core evaluation approaches and tools. While the Network started off with monitoring internal activities and outputs such as workshops, fellowships and media productions, the scope and complexity of monitoring was gradually expanded to include more external impact-oriented activities such as awards, speaking invitations and external training and facilitation engagements of the organization. There is increasingly a systematic focus on gathering learning – both external from partners and internal from organisations projects and evaluation - on effective communication in approaches to amplify voice, media support, and in ICTs and social media.

During the reporting period senior staff members had oversight and leadership of M & E and supported the development of M & E in new project proposals and in the implementation of M & E in projects throughout the Network. The approach was based

on developing a 'Theory of Change'; often using a log-frame to dovetail with donor requirements. Each project has explicit objectives and indicators, and some common indicators across Panos programmes were used to provide data that could be aggregated for reporting (including, for instance, the number of media outputs and % of women journalists producing them).

During the reporting period the Panos Network had in place a standard procedure for all new projects in development to be reviewed by monitoring and evaluation staff, and technical staff for the thematic area, to ensure the objectives and indicators were appropriate.

External organisations and consultants have carried out some mid-term reviews and evaluation of projects – for example the mid-term evaluation of the Climate Change Media Partnership and the SIDA programme audit of IPP. As mentioned in Section 1: an independent external evaluation of Panos London and the wider Panos Network's work was conducted by DFID in late 2010 (and is available upon request). In addition, senior M & E staff persons in Panos have worked specifically to enhance M&E learning and have conducted evaluations internally. In each case the report is reflected upon with the staff involved in implementation of the project, and there have been efforts to share lessons learned at specially convened meetings with wider staff, and those involved in development of new project.

During the reporting period Panos also has introduced the use of 'After Action Reviews' to promote 'learning during' projects to inform improvements and amendments to the project. In the 'Beyond Consultation' project an After Action Review raised the need to do more rigorous outreach to National Health Service Staff who it had been difficult to involve in project dialogue meetings. This supported a change in the projects engagement strategy and ultimately led to more staff being drawn into the project process. 'After Action Reviews' are increasingly used in this way to promote adjustments in projects, and the aim is to use them more systematically and to consolidate a light documentation process to strengthen knowledge management with the organisation overall.

Communication of learning from work takes places in a number of ways: specific case studies may be produced, highlighting the learning from particular pieces of work for others in the development sector. See <http://www.panos.org/taxonomy/term/26/> for our case study examples.

Panos draws on learning from its work to advocate for the importance of effective communication approaches in development processes. This may be through specific publications, or through opinion and thoughts pieces on its own and others' websites. See <http://www.panos.org/node/30> for our various resources (publications, media and policy briefs and videos).

The focus of our monitoring work at Institute level is underlined by the following guidelines:

- The basis is the monitoring of Panos activities and outputs, including event types, participant numbers, information on media productions, and other indicators measuring the extent of information and perspectives of groups of marginalized people communicated through the media or otherwise.
- Subsequently, "debate" needs to be monitored, including the logging of interactions (dialogue) between beneficiaries and targets within all Panos activities.

- Further, we need to measure “empowerment” of marginalized people, including the establishment of their own networks, own CSO/CBOs, media outputs, campaigns, etc) as an outcome of Panos activities.
- And finally, we need to measure “participation in governance and policy making” of poor and marginalized people, as an outcome of Panos activities.

Panos aims to evaluate its programmes and methodologies in an integrated and holistic way in order to learn lessons from the experience and inform future planning and programming. Panos believes that it is only possible to truly measure achievement and gauge the substantive impact of an organization in societies after a certain period of time has passed. Accordingly, Panos has developed evaluation systems that assess not only the immediate/short term the impact of our programmes but also for medium-term (approximately five years) and long-term (over 10 years) time scales.

In 2011, the Panos Network prepared a three-year Network M&E Framework based on its strategic objectives and defined expected results; with accompanying indicators and sources of verification. This plan is a working document for the Network to measure its progress towards implementation of the *Strategy to 2015*. Annual assessments of our collective progress towards the strategic objectives will be made using this Framework, and assessed by the Panos Council at its yearly meetings.

## **NGO4 - Measures to integrate gender and diversity into program design and implementation, and the monitoring evaluation, and learning cycle.**

Panos believes in a more equitable world and opposes all forms of discrimination. Panos’s commitment to integrate gender and diversity into its work is underscored in the goals we have set for ourselves. Panos aims to:

- Strengthen the voices of vulnerable, marginalised and excluded people by bridging the communication divide and improving their access to information so that they can participate in and influence the development agenda.
- Build an innovative and effective global network that is based on the principles of fairness, equity and respect for diversity and which makes the most of its collective strengths and resources.

Through its work Panos is committed to a target that women journalists should produce 35% of its outputs, and 35% of participants in capacity building should be women. Panos is not, at present, aiming for equal participation of women, as this would be unrealistic given the reality of women’s lesser participation in media on the ground in most of the countries where Panos works. The 35% target was thought ambitious but achievable. In 2010-11 we exceeded the figure for women participating in capacity-building activities, showing that our policy of favouring women in selection processes is paying off.

Panos encourages and supports journalists to include voices of women in their reporting. Panos is attempting to integrate this in its internal monitoring systems, which shows that an increasing number of Panos supported or produced editorial outputs specifically include the voices of women.

Gender issues are included in the new Panos Network *Strategic Plan to 2015* as one of the main thematic and mainstreamed areas of our work. However, the Network has not

set specific targets for covering gender issues, leaving it up to individual Panos Institutes to integrate these into their work in ways, which make most sense for the different contexts and programmes. However, gender is also emerging in Panos's work as a topic in its own right, with more initiatives being developed which specifically address the subject, such as Panos West Africa's project on women's leadership and gender-based violence.

In our programmes, we specifically aim to:

- Increase the number of female journalists associated to its activities, especially training or support to field reporting.
- Support greater level of responsibility of female professionals in media houses or media organizations.
- Support organizations of female journalists or radio broadcasters.
- Sensitize editorial managers and journalists to gender sensitive approaches while covering issues or developing investigative field reporting.

At the moment Panos London is the only Institute with a specific Gender Policy, which was issued in 2007 and is still current. The emphasis of the policy is to address the marginalisation of women and it stipulates that gender analysis will be applied in project development, research process, outputs and monitoring and evaluation.

All Institutes identify gender as a crosscutting theme, however during the reporting period concerted implementation of has been uneven. In some cases attention to gender has only involved ensuring equal participation of men and women in projects, but less attention to gender dynamics and sensitivity to gender in project design has been evident. In some Institutes where members of staff were designated as focal points for gender, their remit and authority was unclear.

There is a need to develop further gendered objectives and targets in annual planning across the Network, so that there is clear accountability for gendered commitments. Panos is currently reviewing project development guidance for addressing power relationships more generally (including gender, but recognising how gender 'intersects' with other social differences). We aim to develop tools for needs analysis and project development, which focus on the active processes of marginalisation and power imbalances that disadvantage particular groups.

## **NGO5 - Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns.**

Advocacy is an integral feature of many of the projects and programmes the Panos Institutes deliver. The Network advocates for building support for the value of media and communications in promoting sustainable development. We believe the power of our advocacy stems from our ability to amplify the voices of vulnerable, marginalised and excluded people to push for the changes they wish to see in their lives. In keeping with this emphasis, we gather evidence and good practice on what makes for effective communication to enhance development outcomes, but do not advocate on particular development issues – rather Panos advocates for open, inclusive, plural and evidence informed debate on any development issue (see, for example, *At the Heart of Change: the role of communication in sustainable development* at: [http://panos.org.uk/wp-content/files/2011/01/heart\\_of\\_change\\_webby2wvJO.pdf](http://panos.org.uk/wp-content/files/2011/01/heart_of_change_webby2wvJO.pdf)). This, in turn, means the

organisation highlights evidence of good practice, of key implications and communication challenges for meaningfully involving the beneficiaries of development in the shaping of development initiatives and setting priorities for action.

Panos' advocacy campaigns are based on factual assessment of the situation to be changed, involving different families of stakeholders directly.

All these publications advocate for the importance of communication approaches, which allow poor and marginalised people a voice and input into decision-making on issues which affect their lives. These publications were the result of extensive consultation with Panos staff and international Communication for Development experts, and accumulated experience of 26 years of work with poor and marginalised groups.

Advocacy positions around communication are based on available evidence, research, and accumulated good practice among Panos and partner organisations over many years. Expert advisory panels - including a mix of Northern and Southern communication for development experts - review publications and the thematic development issues being illustrated.

However there is no systematic attempt to involve stakeholders and partners, nor poor and marginalised groups in developing the advocacy on communication. Instead currently an indirect process of research and attention to practical project experience and ongoing feedback from marginalised groups informs the policy advocacy agenda. Panos is now looking into how it can involve stakeholders, and in particular poor and marginalised groups in reflecting on and giving feedback on its current strategic focus and priorities. A commitment to better needs analysis, which includes understanding which information and communication channels are important for marginalised groups could also serve to test and validate Panos' 'positions' on issues of access and equity in relation to communication on particular development topics.

## **NGO6 - Processes to take into account and coordinate with the activities of other actors.**

Panos has sought to minimise duplication and co-ordinate activities with other actors in the following ways:

**Coordination among Panos Institutes:** Panos Institutes meet regularly through its management body, the Forum of Directors, to share each other's work and to ensure strategic and programmatic coordination. The Panos Network Secretariat is also responsible for ensuring that there is a regular exchange of information and communication between the Institutes.

**Coordination with external stakeholders:** Each Institute and its programme staff are responsible for keeping in touch with the main actors in their field and are usually on the lookout for how our work focusing on communication can complement the work of others. For example, Panos' 'Beyond Consultation' project was designed in collaboration with a partner with long-standing engagement with Africans in London living with and affected by HIV. Panos brought communication expertise and a thorough knowledge of HIV to the project, but filled a gap around participatory methods of engagement. During the project outreach and communication has linked the work to other organisations doing similar or related work, confirming our initial understanding that there was much

interest in this area of user involvement in health, but limited practical work with this user group.

In the early stage of developing new projects a problem analysis is undertaken to map gaps in current provision and other actors who might be competitors or partners. This is not systematic and does vary – in some cases a more detailed ‘on-the-ground’ situation analysis is conducted where resources allow. Institutes also hire external experts to develop a current awareness of other organisation’s work, key events and initiatives.

Panos does not have a systematic process for avoiding duplication, but tends to have a thorough knowledge of the field it works in, so that it is aware of and has some links to leading organisations working in the same area. Panos often develops projects through extensive consultation with actors and organisations on the ground, and often in partnership with some of them. The use of in-country panels of expert advisors is also a means to draw on local knowledge of actors.

Panos Institutes also share their work through our website, e-newsletters, annual reports and publications.

## Economic

### NGO7 - Resource allocation.

We present a consolidated view across all seven Panos Institutes:

|                         | <b>2011 (in USD)</b> |
|-------------------------|----------------------|
| Income                  | 13,303,117           |
| Expenditure             |                      |
| Project Expenditure     | 7,825,904            |
| Non-Project Expenditure | 4,880,785            |
| Total Expenditure       | 12,706,689           |

### NGO8 - Sources of funding by category and five largest donors and monetary value of their contribution.

Sources of funding – By category (in USD)

|                        | <b>2011</b> |
|------------------------|-------------|
| Government Sources     | 9,953,123   |
| Non-government sources | 3,349,995   |
| Total                  | 13,303,118  |

Top Five Donors – Panos Paris

| <b>2011</b>                          |                        |
|--------------------------------------|------------------------|
| <b>Donor</b>                         | <b>Amount (in EUR)</b> |
| UE                                   | 1,030,106              |
| FEI (France Expertise International) | 717,022                |



|                           |         |
|---------------------------|---------|
| SIDA (Sweden)             | 335,332 |
| Cordaid (The Netherlands) | 214,146 |
| ACCD (Catalan Agency)     | 179,554 |

#### Top Five Donors – Panos Western Africa

|                                 |                        |
|---------------------------------|------------------------|
| <b>2011</b>                     |                        |
| <b>Donor</b>                    | <b>Amount (in EUR)</b> |
| Bill & Melinda Gates Foundation | 310,995                |
| Oxfam Novib                     | 279,001                |
| Netherlands Embassy             | 150,678                |
| European Union                  | 147,508                |
| NORDIC/SIDA                     | 101,366                |

#### Top Five Donors – Panos London

|                    |                        |
|--------------------|------------------------|
| <b>2011</b>        |                        |
| <b>Donor</b>       | <b>Amount (in GBP)</b> |
| SIDA               | 1,308,946              |
| DFID UK            | 770,551                |
| EC LSJ             | 175,664                |
| IDRC               | 83,674                 |
| Naz Project London | 55,889                 |

#### Top Five Donors – Panos Southern Africa

|                                   |                        |
|-----------------------------------|------------------------|
| <b>2011</b>                       |                        |
| <b>Donor</b>                      | <b>Amount (in USD)</b> |
| SIDA                              | 591,000                |
| SADC                              | 500,000                |
| NORAD                             | 430,000                |
| ODI                               | 367,000                |
| Bill & Melinda Gates through PIWA | 280,755                |

#### Top Five Donors – Panos South Asia

|                             |                        |
|-----------------------------|------------------------|
| <b>2011</b>                 |                        |
| <b>Donor</b>                | <b>Amount (in USD)</b> |
| SIDA Sweden                 | 151,529                |
| DFID UK                     | 101,495                |
| Ford Foundation             | 98,899                 |
| Foreign Commonwealth Office | 39,123                 |
| Open Society Institute      | 39,083                 |

#### Top Five Donors – Panos Caribbean

| 2011                       |                 |
|----------------------------|-----------------|
| Donor                      | Amount (in USD) |
| MacArthur Foundation (USA) | 189,630         |
| SIDA (Sweden)              | 115,000         |
| DFID UK                    | 95,000          |
| UNICEF (Haiti)             | 91,575          |
| UN Women (Haiti)           | 76,000          |

#### Top Five Donors – Panos Eastern Africa

| 2011                        |                 |
|-----------------------------|-----------------|
| Donor                       | Amount (in USD) |
| SIDA                        | 172,453         |
| EU through EDF              | 120,335         |
| Cord Aid                    | 100,983         |
| Deepening Democracy Program | 92,938          |
| Relay DFID                  | 91,637          |

### **EC7 - Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation**

Panos usually hires local staff for programme and management positions. Currently 100% of our directors and senior staff are from the regions and countries they represent in the Network.

All recruitments are conducted based on a rigorous, independent selection and interview process, which are set out in each Institute's HR recruitment policies.

## **Environment**

### **10. EN16 - Total direct and indirect greenhouse gas emissions by weight.**

Panos did not set targets or measure the quantity of reduction of direct and indirect GHG emissions.

### **11. EN18 - Initiatives to reduce greenhouse gas emissions and reductions achieved.**

The Panos Network has not yet established a collective environment policy or specific guidelines on greenhouse gas emissions reduction. However, all Panos Institutes limit travel to a minimum required linked to achieving organisational and programme implementation (making regular use of Skype and conference call facilities) and make use of alternative transport when available.

Panos is committed to low energy use in our offices; and efficient use of stationary and other inputs (for example: use of energy-saving mode for the office printers; more effort to switch off appliances when not in use; double-sided printing; use of recycled paper for office stationery; re-use of office stationery (plastic files etc); increased recycling of office waste (paper and plastics) through a local collection/recycling service; sending old computer equipment for recycling/refurbishment; and to encourage staff to cycle to work where possible). We use sustainably produced paper for our published outputs

## Labour

### 12. LA1 - Total workforce, including volunteers, by employment type, employment contract, and region.

Panos's total workforce in this period was 220. Out of this 34 were management staff, 79 were programme staff and 56 were administrative/logistics staff. During this period Panos also employed 56 volunteers.

#### Workforce by Employment Type

| Employment Type                  | Workforce  |
|----------------------------------|------------|
| Management Staff                 | 34         |
| Programme Staff                  | 78         |
| Administrative / Logistics Staff | 58         |
| Volunteers                       | 56         |
| <b>Total</b>                     | <b>224</b> |

#### Workforce by Contract Type

| Contract Type       | Workforce  |
|---------------------|------------|
| Full Time Employees | 150        |
| Part Time Employees | 18         |
| Volunteers          | 56         |
| <b>Total</b>        | <b>224</b> |

#### Workforce by Region – Where They Work

| Region          | Workforce |
|-----------------|-----------|
| Asia            | 22        |
| Western Africa  | 17        |
| Eastern Africa  | 27        |
| Central Africa  | 18        |
| Southern Africa | 56        |
| Caribbean       | 33        |
| Europe          | 51        |

|              |            |
|--------------|------------|
| <b>Total</b> | <b>224</b> |
|--------------|------------|

### **13. LA10 - Average hours of training per year per employee-by-employee category.**

The average hours of training per year per employee were 28 (4 working days with 7 hours per day) and this included mandatory training such as health and safety. The organisation did not collect data broken down by employee category over the period.

## **Indicator 14.**

### **LA12 - Percentage of employees receiving regular performance and career development reviews.**

100% of employees receive regular performance and career development reviews. Each Panos Institute has a system of annual appraisals and regular monthly meetings of staff with their line manager. If a job changes sufficiently it is reviewed by manager and staff member, revised and appraised accordingly.

### **15.LA13 - Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.**

The data in this section is given by the following indicators of diversity: gender, age group, and ethnicity (region / country of origin).

#### **Governance Bodies**

The Panos Council is the highest governing body of the Panos Council. There were 14 members (two from each Institute) in the Panos Council in 2011.

There are lower governing bodies formed out of the Panos Council: The Executive Council and Forum of Directors and the Network Secretariat. The members of these bodies are drawn from the 14 Panos Council members, plus two additional members (GAP director and Network Coordinator). The following tables give a breakup of the various governing bodies of Panos. The Network Secretariat Coordinator is not a member of the Panos Council.

*Note: A member can be part of more than one governing body.*

#### **Governance Bodies – By Gender**

| <b>Governance Body</b> | <b>Women</b> | <b>Men</b> | <b>Total</b> |
|------------------------|--------------|------------|--------------|
| Panos Council          | 5            | 9          | 14           |

|                     |   |   |   |
|---------------------|---|---|---|
| Executive Council   | 1 | 2 | 3 |
| Forum of Directors  | 2 | 5 | 7 |
| Network Secretariat | 1 | 0 | 1 |

***Governance Bodies – By Age Group***

| <b>Governance Body</b> | <b>30-40 years</b> | <b>40-50 years</b> | <b>50-60 years</b> | <b>&gt; 60 years</b> | <b>Total</b> |
|------------------------|--------------------|--------------------|--------------------|----------------------|--------------|
| Panos Council          |                    | 5                  | 5                  | 4                    | 14           |
| Executive Council      |                    |                    | 1                  | 2                    | 3            |
| Forum of Directors     |                    | 4                  | 2                  | 1                    | 7            |
| Network Secretariat    | 1                  |                    |                    |                      | 1            |

***Panos Institute Governance Bodies – By Gender***

| <b>Institute Governance Body</b> | <b>Women</b> | <b>Men</b> | <b>Total</b> |
|----------------------------------|--------------|------------|--------------|
| Panos London                     | 7            | 3          | 10           |
| Panos South Asia                 | 3            | 3          | 6            |
| Panos Paris                      | 2            | 3          | 5            |
| Panos Southern Africa            | 5            | 5          | 10           |
| Panos West Africa                | 3            | 4          | 7            |
| Panos Caribbean                  | 4            | 4          | 8            |
| Panos Eastern Africa             | 4            | 5          | 9            |

***Institute Governance Bodies – By Age Group***

| <b>Institute Governance Body</b> | <b>30-40 years</b> | <b>40-50 years</b> | <b>50-60 years</b> | <b>&gt; 60 years</b> | <b>Total</b> |
|----------------------------------|--------------------|--------------------|--------------------|----------------------|--------------|
| Panos London                     |                    | 5                  | 3                  | 2                    | 10           |
| Panos South Asia                 |                    | 1                  | 2                  | 3                    | 7            |
| Panos Paris                      |                    | 3                  | 1                  | 1                    | 5            |
| Panos Southern Africa            |                    | 4                  | 6                  |                      | 10           |
| Panos West Africa                |                    |                    | 4                  | 3                    | 7            |
| Panos Caribbean                  | 1                  | 2                  | 3                  | 1                    | 7            |
| Panos Eastern Africa             |                    | 4                  | 4                  | 1                    | 9            |

***Governance Bodies (Panos Council & Institutes) – By Nationality/Ethnicity***

| <b>Country</b> | <b>Panos Council</b> | <b>Panos London</b> | <b>Panos South Asia</b> | <b>Panos Paris</b> | <b>Panos Southern Africa</b> | <b>Panos West Africa</b> | <b>Panos Caribbean</b> | <b>Panos Eastern Africa</b> |
|----------------|----------------------|---------------------|-------------------------|--------------------|------------------------------|--------------------------|------------------------|-----------------------------|
| Ireland        |                      | 1                   |                         |                    |                              |                          |                        |                             |
| UK             | 1                    | 5                   |                         |                    |                              |                          | 1                      | 1                           |
| South Africa   | 1                    | 1                   |                         |                    | 1                            |                          |                        | 1                           |
| India          | 2                    | 1                   | 2                       |                    |                              |                          |                        |                             |
| Pakistan       |                      |                     | 1                       |                    |                              |                          |                        |                             |
| Nepal          |                      |                     | 1                       |                    |                              |                          |                        |                             |

|              |   |   |   |   |   |   |   |   |
|--------------|---|---|---|---|---|---|---|---|
| Sri Lanka    |   |   | 1 |   |   |   |   |   |
| Bangladesh   |   |   | 1 |   |   |   |   |   |
| France       | 2 |   |   | 5 |   |   |   |   |
| Zambia       | 1 |   |   |   | 3 |   |   |   |
| Lesotho      |   |   |   |   | 1 |   |   |   |
| Swaziland    |   |   |   |   | 1 |   |   |   |
| Malawi       |   |   |   |   | 1 |   |   |   |
| Mozambique   |   |   |   |   | 1 |   |   |   |
| Zimbabwe     |   |   |   |   | 1 |   |   |   |
| Namibia      |   |   |   |   | 1 |   |   |   |
| Benin        |   |   |   |   |   | 1 |   |   |
| Burkina Faso |   |   |   |   |   | 1 |   |   |
| Sierra Leone |   |   |   |   |   | 1 |   |   |
| Nigeria      |   |   |   |   |   | 1 |   |   |
| Senegal      | 1 |   |   |   |   | 2 |   |   |
| Tunisia      | 1 |   |   |   |   | 1 |   |   |
| Ethiopia     | 1 |   |   |   |   |   |   | 1 |
| Sudan        |   |   |   |   |   |   |   | 2 |
| Kenya        |   |   |   |   |   |   |   | 1 |
| Somalia      |   |   |   |   |   |   |   | 1 |
| Tanzania     |   |   |   |   |   |   |   | 1 |
| St Lucia     | 1 |   |   |   |   |   | 2 |   |
| Haiti        | 1 |   |   |   |   |   | 1 |   |
| Denmark      | 1 | 1 |   |   |   |   |   |   |
| USA          |   |   |   |   |   |   | 1 |   |
| Jamaica      |   |   |   |   |   |   | 2 |   |
| Uganda       | 1 |   |   |   |   |   |   | 1 |

## Employees

The data below is for Panos employees including directors of each institute. Please note that governance members are not included in this data as they are not Panos employees.

Employees – By Gender (See Note)

| Institute             | Women     | Men       | Total Employees (excludes volunteers) |
|-----------------------|-----------|-----------|---------------------------------------|
| Panos London          | 24        | 12        | 36                                    |
| Panos South Asia      | 8         | 12        | 20                                    |
| Panos Paris           | 15        | 14        | 29                                    |
| Panos Southern Africa | 9         | 17        | 26                                    |
| Panos West Africa     | 5         | 12        | 17                                    |
| Panos Caribbean       | 7         | 6         | 13                                    |
| Panos Eastern Africa  | 11        | 14        | 25                                    |
| Global AIDS Programme | 1         |           | 1                                     |
| Network secretariat   | 1         |           | 1                                     |
| <b>Total</b>          | <b>79</b> | <b>89</b> | <b>168</b>                            |

Note: Gender segregated data for volunteers is not available.

Employees – By Ethnicity

| <b>Region</b>   | <b>Number of Employees &amp; Volunteers</b> |
|-----------------|---|
| Caribbean       | 33  |
| West Africa     | 17  |
| East Africa     | 27  |
| Central Africa  | 18  |
| Southern Africa | 57  |
| Asia            | 25  |
| Europe          | 42  |
| Americas        | 4   |
| MENA            | 1   |
| <b>Total</b>    | <b>224</b>                                  |

## **Society**

### **16. S01 - Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting. [GRI NGOSS S0: p. 3]**

Most new Panos projects look at 'Assumptions' as part of the design of the logic of the project (the assumptions column of a Logical Framework often contains these for project documentation) and the impact on communities is a part of this. Where Panos works with partner organisations it develops a Memorandum of Understanding, to ensure that partners' respective responsibilities and expectations are clear.

Rather than an explicit impact assessment, Panos has focused on developing clear ethical guidelines, in particular for working more directly with development beneficiaries. Panos's Oral Testimony programme developed ethical guidelines in 2010 to govern project activities with communities. We reviewed other organisations' ethical guidelines, and then developed our own for one project – covering recruitment of research subjects (156 people) and feedback of research findings to them. These guidelines were followed in the project in question, and have been developed into standard guidelines for all Panos Oral Testimony work where research may interview marginalised and sometimes vulnerable groups, so that their consent is clearly negotiated and findings from the project are made accessible to them work in 2011. These ethical guidelines were further developed in 2011 in relation to participatory projects with media and communication outputs – so that the project participants' identities could be protected (important for HIV related work for example), and that their informed consent for use of media outputs is clearly negotiated. In addition, the Beyond Consultation project, working with African migrants with HIV in the UK, Panos had referral mechanisms in place so that participants could get accurate advice and support on issues of immigration and social welfare support.

Panos looks carefully at the process of involving people in project, ethical issues, respect for their time and input, with a particular emphasis on people's awareness of the impact of producing communication outputs or becoming more 'visible' through participation in projects. Panos does not however, systematically currently assess potential impact of its work with any kind of impact assessment procedure.

Panos also conducts external evaluations of its programmes to assess the impact and outcomes of the project implemented. Beneficiaries are systematically involved in external assessment processes throughout the organization of focus groups.

A key focus of our Monitoring and Evaluation work has been to develop questionnaires assessing opinions and judgments of stakeholders during public debate and to appreciate the capacities reinforcement of beneficiaries during technical and thematic training sessions. In addition, some tools have been implemented in order to document media contents and help to monitor the qualitative nature of the campaigns but these have only been in operation since March 2011.

### **17.S03 - Percentage of employees trained in organization's anti-corruption policies and procedures.**

Panos did not have any specific anti-corruption policies in place during the reporting period, over and above the general financial policies and guidelines established by individual Institutes. All staff members are inducted into an Institute's policies and procedures during recruitment, as well as receiving periodic orientation and annual reviews and performance appraisals. Some Institutes have made progress on incorporating specific anti-corruption policies and procedures into their work in 2012.

## **Product Responsibility**

### **18. PR6 - Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship. [GRI NGOSS PR: p.]**

The Panos Network has agreed a 'Code of Conduct Regulating Panos Institutes' Fundraising Coordination and Programme Implementation' that was approved by the Panos Council in 2005. This Code of Conduct and subsequent set of Network By-Laws have established protocols, standards and customs and standards of practice related to fundraising.

There are currently no specific programmes for adhering to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship of the Network.

Panos does have a particular approach to the use of photography, however, as Panos London owns 49% of Panos Pictures, a leading photo-journalism agency specialising in development topics. The Panos Network strives to use photographs of actual projects and participants that are relevant and convey information and contribute substantively to the project or report that they accompany, rather than being purely illustrative/decorative; and always to uphold the dignity of the subject in the photograph.

## **GRI Self-Assessment Application Level**



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

Name: Sahba Chauhan  
Position: Network Coordinator  
Date: 2<sup>nd</sup> April 2012