

International NGO Charter of Accountability

Report submitted by the Panos Network for calendar year 2012

PROFILE DISCLOSURES	
1. Strategic Commitment to Accountability	
1.1.	<p>Statement from the most senior decision-maker of the organisation about the relevance of accountability to the organisations strategy in the short, medium and long term.</p> <p>Accountability is at the core of the mission of the members of the global Panos Network, which is 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. This mission is achieved precisely by countering the lack of transparency and accountability in governance, by strengthening the voices of poor and marginalised communities in policy development, and by challenging inadequate access to information by citizens.</p> <p>Because of their grounding in local issues and processes and of their partnerships with a range of stakeholders, the Panos Institutes have a strong commitment to accountability and transparency, a commitment that is well reflected in their organisational cultures. The diversity and the very nature of the partnerships that the Panos Institutes have developed over time encourage accountability, especially to the beneficiaries of the work done.</p> <p>Accountability is also reflected, at varying degrees, in the strategies, policies and systems established by each member of the Network, and by the Network as a whole. The Network has a comprehensive strategic framework, formulated for the period ending 2015, and each Institute has, or is in the process of developing, its own strategic plan. Accountability is reflected in these strategies by the following:</p> <ul style="list-style-type: none"> • the existing strategic plans, as well as the various programme documents and proposals that guide specific components of the overall programme of work of the Institutes, include results-based programming frameworks that ensure effectiveness in programme implementation; • all Institutes have appropriate financial management systems and procedures; • specific policies and procedures have been adopted and are followed, by individual Institutes, to guide operations, including policies and procedures related to human resource management, institutional partnerships or whistleblowing. <p>For calendar year 2012, there is no documented evidence that accountability practices have led to improvements of strategic relevance, and the compliance of the Network and its individual members with accountability and fiduciary standards remains largely identical to what it was in 2011.</p> <p>Pascal Berqué, Treasurer of the Panos Network and Executive Director of Panos Europe</p>

2. Organizational Profile	
2.1.	<p>Name of the organisation: Stichting Panos Network (Panos Network Foundation) – referred in this report as the Panos Network</p>
2.2.	<p>Primary activities (e.g. advocacy, social marketing, research, service provision, capacity building, humanitarian assistance, etc.). Indicate how these activities relate to the organisation's mission and primary strategic goals (e.g. on poverty reduction, environment, human rights, etc.).</p> <p>The activities carried out by the Panos Network and its member Institutes in 2012 were generally similar to those described in the 2011 report to Charter, and thus do not need to be repeated here.</p> <p>It is however worth mentioning that the Network now has a sharper programmatic focus on themes and issues of direct relevance to accountability in development and communications, including:</p> <ul style="list-style-type: none"> • discriminations and violence based on gender and/or sexual orientation; • diversity in governance (notably focusing on the role of women); • challenges in and impacts of international migrations; • youth participation in development. <p>While the activities of the Member Institutes are many and varied, and while diverse approaches are used depending on the issues addressed and the realities of the countries and regions where work is implemented, there are common methodologies and approaches that ensure that primary activities contribute directly and strategically to the mission and objectives, including:</p> <ul style="list-style-type: none"> • the documentation, dissemination and analysis of oral testimonies; • the development of citizen journalism (including children and youth); • the promotion and strengthening of community radios; • training journalists (including mentoring) and building the capacity of media organisations; • advocacy to support the right to information and improved regulation; • investigative journalism. <p>All these activities contribute to the mission and objectives of the Network and its member Institutes by linking work at critical levels (community, national and regional), by amplifying voices and giving them the opportunity to influence policy, and by building the capacity of key agents of change.</p>
2.3.	<p>Operational structure of the organisation, including national offices, sections, branches, regional and field offices, main divisions, operating companies, subsidiaries, and joint ventures.</p> <p>The Panos Network is, as its name indicates, a network of Panos Institutes. The basic structure is as follows:</p> <ul style="list-style-type: none"> • a global network of independent Institutes, owned by its members, with a governance structure that includes equal representation from all members; • independent Institutes, duly registered in their country/ies of operations, with their independent governance structures – in 2012 there were seven Institutes in the Network, namely Panos Caribbean, Panos Eastern Africa, Panos London, Panos Paris, Panos South Asia, Panos Southern Africa and

	<p>Panos West Africa;</p> <ul style="list-style-type: none"> • each Institute operating with a main office and with sub-regional, national or local offices as required; • in 2012, the structure was as follows: <ul style="list-style-type: none"> ○ Panos Caribbean: registered office in Washington D.C., USA, regional office in Jamaica, country office in Haiti ○ Panos Eastern Africa: regional and registered office in Uganda, national offices in Ethiopia, Kenya and Tanzania; ○ Panos London: registered and main office in the UK ○ Panos Paris: registered and main office in France, offices in Belgium, Burundi, Central African Republic, Democratic Republic of Congo (3) and Rwanda; ○ Panos South Asia: registered and regional office in Nepal, offices in Bangladesh, India (2), Pakistan and Sri Lanka; ○ Panos Southern Africa: registered and regional office in Zambia, office in South Africa; ○ Panos West Africa: registered and regional office in Senegal, office in Mali. <p>The Panos Network does not have any subsidiaries, joint ventures or operating companies. Panos Pictures is a photo agency that was founded by Panos London and is now independent from the Network.</p>
2.4.	<p><u>Location of organisation's headquarters.</u></p> <p>In 2012, the Secretariat of the Panos Network was located in New Delhi, India. The full address was:</p> <p>2nd Floor, D-302 Defence Colony New Delhi – 110024 India Tel: +91 11 2461 5217</p>
2.5.	<p><u>Number of countries</u> where the organisation operates, and names of countries with either major operations or that are specifically relevant to the accountability issues covered in the report.</p> <p>If one includes those that benefit from training, information dissemination and other similar activities, there are a very large number of countries served by the work of the members of the Panos Network. However, the countries that have major operations or that are specifically relevant to the accountability issues covered in this report are those named in section 2.3 above, with the exception of Belgium (where Panos Paris has one staff member and no field activity) and the USA (which is the registered office of Panos Caribbean, but with no staff and no local operations).</p>
2.6.	<p><u>Nature of ownership</u> and legal form. Details and current status of not-for-profit registration.</p>

	<p>The Panos Network was registered as a (not-for-profit) Foundation (Stichting Panos Network) under the laws of the Netherlands on 7 April 2006. It is owned by its Member Institutes, with two representatives of each Institutes constituting its governance body.</p> <p>Each member Institute is registered as a not-for-profit organisation in at least one country.</p> <ul style="list-style-type: none"> • Panos Caribbean: it is registered as a Foundation, with 501(c)3 status, in the USA, and registered as a foreign-based international organisation in Haiti and Jamaica; • Panos Eastern Africa: is a non-profit, non-governmental organisation registered in Uganda; • Panos London: was a registered charity and was incorporated in the UK under the Companies Act as a company limited by guarantee; • Panos Paris: is registered in France as a non-governmental organisation (<i>Association</i> as per the law of 1901); • Panos South Asia: it is registered as Stichting Panos South Asia in the Netherlands. In Nepal, it has a General Agreement with the Ministry of Foreign Affairs, Government of Nepal to operate as a regional INGO in South Asia. It is registered in India as a company limited by shares-not-for-profit under Section 25 of the Companies Act, 1956. In Sri Lanka, it is registered as a Guarantee Limited Company incorporated under the Companies Act. Panos Pakistan is a country office of Panos South Asia, incorporated under License from the Corporate Law Authority under Section 42 of the Companies Ordinance, 1984. In Bangladesh, it is registered as Panos Institute Bangladesh under the Trust Act 1882; • Panos Southern Africa: is registered (1996) in Lusaka, Zambia in 1996 as a non-profit company limited by guarantee under the Companies Act of 1962; • Panos West Africa: Panos West Africa is registered (2000) as a “Foreign Association”, in Senegal. It benefits from the Senegalese MFA a Diplomatic Status (in renegotiation, as for all the International NGOs).
2.8.	<p><u>Scale of the reporting organisation</u> including number of members and/or supporters; number of volunteers; number of employees; total income; total capitalisation in terms of assets and liabilities; and scope and scale of activities, products or services provided.</p> <p>The scale of the organisation can be described and summarised as follows:</p> <ul style="list-style-type: none"> • the formal members of the Panos Network are its seven members, represented by 14 individuals on its organ of governance (two per member Institute); • the formal members of the seven individual Institutes are the 56 members of their Board of governance: 9 in Panos Caribbean, 9 in Panos Eastern Africa, 10 in Panos London, 5 in Panos Paris, 6 in Panos South Asia, 10 in Panos Southern Africa and 7 in Panos West Africa; • Panos Paris also has a larger membership that meets annually in a general meeting; • all Institutes work with volunteers and with large informal networks of associates and supporters;

	<ul style="list-style-type: none">• in 2012, there was one employee of the Network Secretariat, and 150 employees in the member Institutes: 14 in Panos Caribbean, 22 in Panos Eastern Africa, 28 in Panos London, 27 in Panos Paris, 21 in Panos South Asia, 22 in Panos Southern Africa and 16 in Panos West Africa;• the Panos Network has no fixed assets, and assets of individual member Institutes are generally limited to office and communications equipment;• during 2012, income and expenditure (excluding Panos London) were as follows (in thousands of Euros): <table><tr><td></td><td>Income</td><td>Expenditure</td></tr><tr><td>Caribbean</td><td>604</td><td>660</td></tr><tr><td>Eastern Africa</td><td>769</td><td>598</td></tr><tr><td>Paris</td><td>3,448</td><td>3,540</td></tr><tr><td>South Asia</td><td>377</td><td>502</td></tr><tr><td>Southern Africa</td><td>2,748</td><td>2,590</td></tr><tr><td>West Africa</td><td>1,385</td><td>1,347</td></tr><tr><td>TOTAL</td><td>9,331</td><td>9,237</td></tr></table> <ul style="list-style-type: none">• scope and scale are broad, with a range of information, training, capacity-building and advocacy services provided in a large number of communities, countries, sub-regions and regions• while the Panos Network also aims at conducting global level activities, these are currently limited. In 2012, the only network wide initiative, the Global AIDS Programme (GAP) came to an end		Income	Expenditure	Caribbean	604	660	Eastern Africa	769	598	Paris	3,448	3,540	South Asia	377	502	Southern Africa	2,748	2,590	West Africa	1,385	1,347	TOTAL	9,331	9,237
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2.9.	<p><u>Significant changes</u> during the reporting period regarding size, structure, governance or ownership.</p> <p>The only significant change that occurred in 2012 was the closure of Panos London, which took effect in 2013, but with the decision having been made by its Board of Trustees in mid-2012, and with the most important changes happening during the second half of 2012, including the departure of the Executive Director (September) and the progressive loss of staff and closure of programmes and operations between July 2012 and March 2013. This development has had significant negative impacts on the Network, because of the circumstances under which the decision was made and implemented, and because of implications for one grant agreement to which Panos London was a signatory on behalf of the Network.</p> <p>The Network however also sees these changes as opportunities, with a stronger anchoring in southern issues and locations, as five of the six Institutes based in regions in Africa, Asia and the Caribbean – and in 2013, Panos Paris became Panos Europe and moved its head office to Marseille, closer to the issues and themes that it is concerned with, and with a significant growth of the activities it supports in the Middle East and North Africa (MENA) region. Another significant development that occurred in 2012 was the decision to commission an external mid-term strategic review of the Network and its Secretariat, which was carried out in 2013.</p> <p>During 2012, Panos Southern Africa launched a new strategic plan for the 2012 – 2016 period, while Panos Caribbean began the process of formulating a new strategic plan.</p>																								

3. Report Parameters

Describe the parameters of your report and indicate how you make best use of the reporting exercise to strengthen accountability as a driver for organisational development across all functions and regions of your organisation.

3.1.	<u>Reporting period</u> January to December 2012 (fiscal year of the Network)
3.2.	<u>Date of most recent previous report</u> 2 April 2012 for nine-month period ending 31 December 2011
3.3.	<u>Reporting cycle</u> Annual
3.4.	<u>Contact person</u> for questions regarding the report or its contents. Pascal Berqué, Treasurer of the Panos Network and Executive Director of Panos Europe 52 La Canebière 13001 Marseille France Tel : +33 (0)6 78 02 24 60 Fax : +33 (0)4 91 33 79 76 pascal.berque@panoseurope.org or Yves Renard Consulting Director, Panos Network P.O. Box 16 Laborie Saint Lucia Tel: +1 758 455 9725 yvesrenard18@gmail.com
3.5.	<u>Process for defining reporting content and using reporting process.</u> The information contained in this report was assembled through a review of relevant documents (notably annual reports and audited statements of individual institutes), the distribution of a questionnaire to Directors, and one interview with each Director. Since Panos joined the Accountability Charter, the process of report preparation has been (and has been perceived as) more a burden and a formality than an avenue for reflection, analysis and policy improvement. The members of the Panos Network are fully committed to accountability and performance standards, and they do respect these principles in their operations. Yet, perhaps because of the current structure of the Network, with only a very small Secretariat, this report is not and cannot be a driver of change and organisational development. It is also possible that the format of the report (which may be better suited to an

	organisation with significant capacity and functions performed at central / headquarters level, as opposed to a truly decentralised network such as the Panos Network), as well as the manner in which the Panos Network has responded in the past, have not made the report particularly useful and usable (a 33-page document, with most of its information either already known or not relevant to them, is not an appropriate instrument for staff and partner participation and mobilisation). If Panos decides to remain a member of the Charter, it is likely that it will design a simpler intermediary instrument for participatory assessment at the level of individual Institutes.
3.6.	<p><u>Boundary of the report</u> (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).</p> <p>This report covers the entire Network as described in preceding sections, except for some of the data and information for Panos London, as this member Institute no longer exists at the time of preparation of this report, and information that concerns it was gathered only from published documents.</p>
3.7.	<p><u>Specific limitations</u> on the scope or boundary of the report.</p> <p>No limitations</p>
3.8.	<p><u>Basis for reporting</u> on national entities, joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations.</p> <p>See 3.6 and 3.7 above</p>
3.11.	<p><u>Significant changes</u> from previous reporting periods in the scope, time frame, boundary, or measurement methods applied in the report.</p> <p>The main change is that this report has avoided repeating information provided in the 2011 report. Only new or highly significant information has been included in this report.</p>
3.12.	<p>If your report against GRI components is included in a different document e.g. the annual report, please provide a table referencing the location of all Standard GRI Disclosures in that report.</p> <p>This is not applicable</p>

4. Governance and Stakeholder Engagement

How does your governance and the engagement of stakeholders effectively support the quality and continuous development of your work?

- ***relationship of governance structure and mission (4.1.)***
- ***clear division of power between governance and executive level (4.2. und 4.3)***
- ***meaningful engagement of staff with highest governance body (4.4.)***
- ***adequate remuneration at all levels (4.5.)***
- ***effective management of potential conflicts of interest (4.6.)***
- ***evaluation of the highest governance body's effectiveness (4.10)***
- ***list of stakeholders (4.14)***
- ***criteria for identification and selection of stakeholders (4.15)***

- meaningful communication with stakeholders (4.16) - key topics and concerns raised and management response given (4.17)	
4.1.	<p>Describe the mission, <u>governance structure and decision making process</u> at the governance level of the organisation.</p> <p>No change from 2011 report</p> <p>Describe the roles, responsibilities and where relevant committees of the highest governance body that ensure: it defines strategy consistent with the organisation's mission, ensures resources are used appropriately and efficiently, performance is measured and financial integrity is assured.</p> <p>It is the responsibility of the governance bodies of each member Institute to provide this oversight, and they all indicate that they are performing these roles effectively. All six boards are functioning well, with Executive Committees providing a more frequent and direct oversight function. One mechanism used by all Institutes to ensure compliance with national laws is to include nationals from all the main countries of operations on their organ of governance. Indeed, with governance members originating from and residing in 35 different countries, the policies and practices of the Panos Network are well grounded in local realities and benefit from a number of formal and informal safeguards.</p>
4.2.	<p>Indicate whether the Chair of the <u>highest governance body</u> is also an executive officer (and, if so, their function within the organisation's management and the reasons for this arrangement).</p> <p>Report the <u>division of powers</u> between the highest governance body and the management and/or executives.</p> <p>There is no chief executive officer of the Network <i>per se</i>. (Note however that is being considered in the current restructuring process.) All individual member Institutes have a similar arrangement, i.e. (a) a governance body that is chaired by someone who is not an executive officer, (b) the executive functions that are defined by statute delegated to a Chief Executive Officer, typically designated as the Executive Director, and who may or may not be an <i>ex officio</i> member of the governance body (but never its chair, treasurer or secretary).</p> <p>At the level of the Council of the global Panos Network, the Chair is elected annually by the full Council, which also appoints an Executive Committee (EC). The Chair of the EC may be the Chair of Council if Council so decides. The EC of the Panos Council appoints a Coordinator who reports to the Chair of the EC.</p>
4.3.	<p>For organisations that have a unitary board structure, state the <u>number of members of the highest governance body</u> that are independent and/or non-executive members.</p> <p>In the Panos Council and in accordance with its statutes, half of the members of the governance body are nominated by and represent the governance bodies of the member Institutes, while the other half is comprised of the Executive Directors of these member Institutes.</p>

4.4.	<p>Describe mechanisms for <u>internal stakeholders</u> (e.g., members), and employees to <u>provide recommendations</u> or direction to the highest governance body.</p> <p>These mechanisms exist, but they vary between Institutes. In most instances, they are informal, and include: (a) use of governance members as advisors in specific programmes and activities, (b) staff attendance at sections of governance meetings, (c) dissemination of minutes of governance meetings to all staff, with invitation to raise questions and provide feedback. Panos Institutes all have an organisational culture that encourages dialogue and expression of views.</p> <p>In all Institutes, strategic plans and programme concepts are prepared with extensive staff and partner participation.</p> <p>One concern with respect to internal communications is that there is too little communication between the staff of the individual member Institutes and the Network, or through the Network between staff of two or more Institutes.</p>
4.5.	<p>Linkage between <u>compensation</u> for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance.</p> <p>The members of the Council of the Panos Network are not compensated for their role in governance. Individual member Institutes have their own policies regarding compensation of governance members but, even in the cases where there is compensation, it is minimal and serves more to cover costs of meeting attendance than as honoraria.</p> <p>The question of linkages between compensation of senior staff and performance has not been addressed in this report.</p>
4.6.	<p>Describe processes in place for the highest governance body to ensure <u>conflicts of interest</u> are identified and managed responsibly.</p> <p>The operations of the Network and its Council are governed by a Code of Conduct, and by the Council's Constitution and By-laws. The Code of Conduct addresses specifically the areas of programming and fundraising, and thus the potential conflicts that could arise in these areas.</p> <p>At the level of member Institutes, most have formal policies to avoid conflicts of interest, and the governance bodies have ultimate responsibility for managing these.</p>
4.10.	<p><u>Process for ensuring the highest governance body's own performance.</u></p> <p>The Panos Council conducts periodic self-assessments of its performance.</p> <p>Several member Institutes conduct similar exercises.</p>
4.12.	<p>Externally developed environmental or social charters, principles or other initiatives to which the organisation subscribes.</p> <p>None</p>
4.14.	<p><u>List of stakeholder</u> groups engaged by the organisation.</p>

	<p>See report for 2011, question 4.14, for response to this question. The categories of stakeholders listed there and in section 2.7 of that report remain unchanged. Individual Institutes however constantly broaden and adjust their partnerships in accordance with their programming focus and priorities and with local opportunities. For example, in 2012 new partnerships have been established as follows:</p> <ul style="list-style-type: none"> • Panos Southern Africa: with Save the Children International on child protection and child rights • Panos South Asia: with the Enabling State Programme of DFID, the Centre for Inclusive Growth, and the Climate and Development Knowledge Network • Panos West Africa: with the European Commission, the Open Society Institute, the Open Society Foundation, USAID and SIDA • Panos Paris: with Cordaid for a programme called “Airwaves of the Great Lakes”, the European Commission for a project in Burundi and one in the Central African Republic, and the Ministry of Foreign Affairs of Belgium for a project in Burundi; • Panos Caribbean: with the John D. and Catherine T. MacArthur Foundation for a programme in Haiti and the Critical Ecosystems Partnership Fund for a regional programme in the insular Caribbean; • Panos Eastern Africa: with the Oak Foundation for child protection interventions and Care International on natural resource governance and accountability.
4.15.	<p>Describe the <u>basis for identification and selection</u> of stakeholders with whom to engage.</p> <p>See report for 2011, question 4.15, for response to this question. The only point that needs to be added concerns the deliberate approach, used by all Panos Institutes, to work simultaneously, whenever possible, at local, national and regional levels, and to root their national and regional capacity-building and advocacy work in local voices, local experiments and local solutions.</p>
4.16.	<p>Describe the <u>approaches of stakeholder engagement</u>, including frequency of engagement by type and by stakeholder group.</p> <p>Meaningful communication with and by stakeholders is the <i>raison d'être</i> of the Panos Institutes, and a wide range of methodologies are used to facilitate engagement, including:</p> <ul style="list-style-type: none"> • focus group sessions and consultations in the processes of strategic planning and programme design; • participatory assessments at community level to document issues and define responses; • oral testimonies; • citizen juries; • mentoring and other participatory capacity-training techniques; • designing and conducting activities in close partnership with other institutions.
4.17.	<p>Identify <u>key topics and concerns</u> that have been raised through stakeholder engagement, and how the organisation has responded.</p>

	<p>The current and emerging programmatic focus on issues such as gender-based discrimination and violence, participation in governance and climate justice reflect the views expressed in stakeholder consultation.</p> <p>With respect to methodologies, the continued commitment to community radio and the use of oral testimonies are examples of approaches that are sustained and strengthened by the explicit demand of stakeholders and the feedback received from beneficiaries.</p>
PERFORMANCE INDICATORS <ul style="list-style-type: none"> I. Programme Effectiveness II. Financial Management III. Environmental Management IV. Human Resource Management V. Responsible Management of Impacts on Society VI. Ethical Fundraising 	
<p style="text-align: center;">I. Programme Effectiveness</p> <p><i>Sustainable change will only be achieved if affected stakeholders own the process and its results. How does your organisation ensure:</i></p> <ul style="list-style-type: none"> - <i>meaningful stakeholder engagement at all stages of work (NGO1)</i> - <i>well-functioning feedback and complaints systems and practices (NGO2)</i> - <i>effective monitoring, evaluation and learning (NGO3)</i> - <i>diversity and inclusion (NGO4)</i> - <i>responsible advocacy when speaking for others (NGO5)</i> - <i>effective coordination with other actors (NGO6)</i> 	
NGO1	<p>Describe how the <u>involvement of affected stakeholder</u> groups informs the design, implementation, monitoring and evaluation of policies and programmes.</p> <p>See response to this question in 2011 report.</p>
NGO2	<p>Describe mechanisms for <u>feedback and complaints</u> to programmes and policies and in response to policy breaches.</p> <p>See response to this question in 2011 report.</p>
NGO3	<p>Describe your <u>system for programme monitoring, evaluation and learning</u>, (including measuring program effectiveness and impact), resulting changes to programs, and how they are communicated.</p> <p>See response to this question in 2011 report.</p>
NGO4	<p>Measures to integrate <u>gender and diversity</u> into programme design and implementation, and the monitoring, evaluation, and learning cycle.</p> <p>See response to this question in 2011 report.</p>
NGO5	Processes to formulate, communicate, implement, and change advocacy positions

	<p>and public awareness campaigns.</p> <p>See response to this question in 2011 report.</p>
NGO6	<p>Processes to take into account and <u>coordinate with other actors</u>.</p> <p>See response to this question in 2011 report.</p>
<p style="text-align: center;">II. Financial Management</p> <p><i>As custodians of public and private funds, it is particularly important to demonstrate that funds are effectively used to achieve the intended purposes. The indicators ask for reassurance:</i></p> <ul style="list-style-type: none"> – <i>of effective resource allocation and tracking processes (NGO7)</i> – <i>that funding sources are ethical and do not compromise the organisation's independence (NGO8)</i> 	
NGO7	<p><u>Resource allocation.</u></p> <p>The Panos Network Secretariat produces annual audited accounts that are submitted to the Council for review and approval at its annual general meetings. This was done in 2012 as in previous year. The appointed auditor is a firm in India. Each Institute has its own, independent financial operations and management systems. Each member Institute produces audited accounts in accordance with the laws and established auditing standards of their countries of registration. Some of the Institutes make these reports available on their websites, while others include a summary of the information in their annual reports.</p> <p>Each Institute has its own budgeting system and process, which is typically produced annually, based on work programmes that are defined on the basis of multi-year strategic plans.</p> <p>The main instrument of external control is the management letter produced by the auditors. All Institutes take these letters into account, as illustrated by the case of Panos Southern Africa, which in 2012 reviewed its financial procedures manual after some recommendations from the audit.</p> <p>All Institutes have accounting and financial management systems that allow them to manage funds in accordance with internal budgets and with the approved terms of grant agreements with donors.</p>
NGO8	<p>Describe the organisation's sources of funding by category e.g. government, corporate, foundation, membership fees, in-kind donations and other and report aggregated value of funding received by each source.</p> <p>Identify the five largest single donors and monetary value of their contribution. Where private individual donors can not been named due to requested anonymity, please disclose total amount per private donor.</p> <p>In 2012, the main sources of funding were the following:</p> <ul style="list-style-type: none"> • Panos Caribbean: MacArthur Foundation, UN Women and USAID • Panos Eastern Africa: European Union, DFID, Bill and Melinda Gates Foundation, Wellcome Trust, Oak Foundation • Panos Paris: Cordaid, European Commission, France Expertise

	<p>Internationale, Ministry of Foreign Affairs of Belgium</p> <ul style="list-style-type: none"> • Panos South Asia: the Enabling State Programme of DFID, the Centre for Inclusive Growth, the Ford Foundation and the Climate and Development Knowledge Network • Panos Southern Africa: Bill and Melinda Gates Foundation, NORAD, SIDA, DFID, Southern Africa Development Community (SDAC) • Panos West Africa: European Union, United Nations Democracy Fund, Bill and Melinda Gates Foundation, Open Society Institute, Open Society Foundation, USAID and SIDA
<p style="text-align: center;">III. Environmental Management</p> <p><i>Climate change poses a fundamental and cross cutting threat to equitable and sustainable development. Which practices do you have in place to limit your organisation's environmental impact?</i></p> <ul style="list-style-type: none"> - greenhouse gas emissions at the organisational level by weight (EN16) - initiatives to reduce emissions at organisational level (EN18) - environmental impacts of programmes and activities (EN26) 	
EN16	<p>Report the total of direct and indirect <u>greenhouse gas emissions</u> by weight at the <u>organisational level</u>.</p> <p>This information is not available.</p>
EN18	<p><u>Initiatives to reduce greenhouse gas emissions</u> at the organisational level and reductions achieved.</p> <p>The Panos Network and its member Institutes do not have established environmental management systems and do not have 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.</p>
EN26	<p>Initiatives to <u>mitigate environmental impacts of activities and services</u>.</p> <p>Panos is committed to low energy use in its 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 encouraging staff to cycle to work where possible). Panos uses sustainably produced paper for its published outputs when available in the countries of production.</p>
<p style="text-align: center;">IV. Human Resource Management</p>	

Having the right people with the necessary skill set at the right places, ready and able to perform, is a huge value driver for an organisation. The following indicators ask for

- **size and composition of workforce (LA1)**
- **process to ensure good local representation at all levels (EC7)**
- **using training to building the necessary skill set (LA10)**
- **career planning underpinning global talent management (LA12)**
- **diversity strengthening governance bodies and workforce (LA13)**
- **mechanisms to raise workforce grievances to management (NGO9)**

LA1	<p>Size and composition of total workforce: number of employees (part and full-time) and volunteers broken down by geographical region and responsibility levels.</p> <p>The total number of the work force at 31 December 2012 was 123. This figure does not include Panos London, which began the process of closure in mid-2012, and had only a very small care-taking team at 31 December 2012.</p> <p>The breakdown by sex is 59 women and 64 men, as follows:</p> <ul style="list-style-type: none"> • Caribbean: 8 women, 6 men • Eastern Africa: 10 women, 10 men • Paris: 15 women, 12 men • South Asia: 11 women, 10 men • Southern Africa: 9 women, 13 men • West Africa: 5 women, 11 men • Secretariat: 1 woman <p>All Institutes have very similar structures, with an Executive Director, a Programme Coordinator or Director, a Director of Finance and Administration, programme staff, and administrative staff. Programme staff assume the responsibility of office direction and coordination in the national or local offices.</p>
EC7	<p>Procedures for <u>local hiring</u> and proportion of senior management hired from the local community at significant locations of operation.</p> <p>As a network of organisations based in regions and in countries, Panos hires all its senior management in country. It is a feature of the Panos Network that it is not a global organisation with decentralised operations, it is a truly decentralised network with a small central coordinating secretariat.</p>
LA10	<p><u>Workforce training</u> to support organisational development.</p> <p>While training and staff development are important in all member Institutes, there is no centralised system to identify and plan such efforts at the level of the Network.</p>
LA12	<p><u>Performance reviews and career development plans</u> supporting the organisation's ability to maintain and develop the necessary workforce skill sets.</p> <p>All member Institutes have well-established performance review systems, as part of comprehensive personnel and human resource management policies. All</p>

	Institutes have an HR manual.
LA13	<p><u>Diversity in your organisation</u> displayed in the composition of governance bodies and employees.</p> <p>There is good diversity in the composition of staff and governance bodies, which in 2012 was very similar, if not identical, to that of 2011. The only major change that has occurred as a result of the closure of Panos London is that the number of governance members from the UK has been reduced from 5 to 1, and that from Denmark and Ireland from 1 to 0. More than ever before, the Panos Network is now governed by representatives from countries of the Global South, namely:</p> <ul style="list-style-type: none"> • Bangladesh • Benin • Botswana • Burkina Faso • Ethiopia • France X 5 • Ghana • Haiti • India • Jamaica X 2 • Kenya • Lesotho • Malawi • Mozambique • Namibia • Nepal • Pakistan • Saint Lucia X2 • Senegal X 2 • Sierra Leone • Somalia • South Africa X 2 • South Sudan • Sri Lanka • Sudan • Swaziland • Tanzania • Tunisia • Uganda • United Kingdom • USA • Zambia X 2 • Zimbabwe

NGO9	<p><u>Mechanism for workforce to raise grievances to management</u> and their resolution.</p> <p>No new arrangement in 2012.</p>
<p style="text-align: center;">V. Responsible Management of Impacts on Society</p> <p><i>How does your organisation manage its impacts, both negative and positive, on the wider societies in which it operates?</i></p> <ul style="list-style-type: none"> - <i>approach to managing impacts on communities (SO3)</i> - <i>anti-corruption policies, procedures and training (SO4)</i> 	
SO1	<p>Describe the nature, scope, and effectiveness of any programmes and practices that assess and manage the <u>impacts of operations on communities</u>, including entering, operating and exiting.</p> <p>All Institutes have monitoring and evaluation frameworks that allow them to assess effectiveness of programme implementation. Panos Institutes are however not involved in processes of “entering, operating and exiting”.</p>
SO3	<p>How does the organisation ensure effective <u>anti-corruption policies</u> and procedures?</p> <p>The Panos Network does not have anti-corruption policies, and its operations as a Network do not justify the adoption of such policies, Some of the Institutes have anti-corruption policies, as in the case of Panos Paris, which in 2012 formulated a anti-corruption charter; this was formally adopted in 2013.</p> <p>-</p>
SO4	<p><u>Actions taken in response of incidents of corruption.</u></p> <p>Information not available</p>
<p style="text-align: center;">VI. Ethical Fundraising</p>	
PR6	<p>Programmes for adherence to laws, standards, and voluntary codes related to <u>ethical fundraising</u>, including advertising, promotion, and sponsorship.</p> <p>All Institutes have fundraising policies and guidelines that address ethical issues. In addition, the Network has a Code of Conduct that governs approaches to fundraising.</p>