



2008 Accountability Report 28 August 2008

1. Profile of the Organisation

Name of the organisation	Consumers International
Vision	Our vision is a world where people have access to safe and sustainable goods and services, exercising their individual rights as consumers, and using the force of their collective power for the good of consumers everywhere.
Mission	As the campaigning global voice for consumers, our mission is to build a powerful international consumer movement to help protect and empower consumers everywhere.
Values	Highest standards of ethical conduct Independence from business, government and party politics Mutual respect and solidarity among our members Integrity, transparency, and accountability Inclusiveness
Primary brands	N/A
Major programmes	Unethical drug promotion Marketing of food to children Sustainable consumption Corporate social responsibility and standards Intellectual Property and Access to Knowledge Consumer Protection

Core activities	Campaigning, member services, capacity building
Ownership and legal form	Not for profit company limited by guarantee Charity registered in the United Kingdom
Operational structure <i>Including roles and responsibilities of global and national entities</i>	Please see Annex 1
Location and address of global headquarters/ secretariat	24 Highbury Crescent London N5 1RX United Kingdom
Number of countries where the organisation operates <i>Please attach list of all countries where you operate</i>	Please see Annex 2
Number of employees	38

Finance	2005	2006	2007
Income from			
- Individual donations			
- Foundations	185,229	39,395	47,505
- Governments	1,151,945	64,629	31,754
- International Organisations <i>UN, EU, World Bank etc.</i>	199,173	333,317	343,420
- Business			
- Others – <i>Membership fees, other donor agencies, investment income and rental income.</i>	1,773,802	1,480,866	1,659,464
TOTAL INCOME	3,310,150	1,918,208	2,082,142
Total income by country - <i>for countries/regions that make up 5 percent or more of total income</i> <i>Please list countries and provide total income for each one</i>			
Expenditure for			
- Programmes and activities directly addressing the organisation's purpose – <i>Includes support staff costs</i>	2,725,452	1,728,468	1,628,866
- Fundraising	70,100	93,108	96,594
- Administration	343,580	272,671	273,579
- Others – <i>Strategic planning and restructuring costs.</i>	423,797	65,279	50,697
TOTAL EXPENDITURE	3,562,929	2,159,526	2,049,736
Total expenditure by country - <i>for countries/regions that make up 5 percent or more of total expenditure</i> <i>Please list countries and provide total expenditure for each one</i>			
Reserves	121,875	185,879	210,681

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

Respect for Universal Principles

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
1	Vision, mission, values and key documents position the organisation's work in the context of universal principles and relevant (e.g. UN) documents	The organisation's statutes and key programmatic documents.	<ul style="list-style-type: none"> • Fully ○ Partially ○ Not at all ○ Not applicable 	
2	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has been working in line with Universal Principles and that it has resolved any formal written complaints (<u>formal written complaints</u> : either in email or letter through mail or in person with contactable complainant's correspondence. All formal complaints	<ul style="list-style-type: none"> • Fully ○ Partially ○ Not at all ○ Not applicable 	

		<i>to be acknowledged within 1 month of receipt and complaints resolved within 6 months of receipt</i>) it may have received concerning its alleged breach of these Principles.		
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Independence

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
3	<ul style="list-style-type: none"> - Organisation receives less than 50% from one single source; - Organisation is not owned/controlled by government, political party or business 	Documentation on <ul style="list-style-type: none"> - ownership and - income 	<ul style="list-style-type: none"> • Fully ○ Partially ○ Not at all ○ Not applicable 	

Responsible Advocacy

	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
4	The organisation has written policies ensuring that its public policy positions and advocacy are <ul style="list-style-type: none"> - in line with its mission - accurate and - conform with 	The organisation's written advocacy policies <ul style="list-style-type: none"> - describe the criteria or circumstances in which it will involve itself; - define the process for adopting and implementing its positions, 	<ul style="list-style-type: none"> ○ Fully • Partially ○ Not at all ○ Not applicable 	Policies have been submitted to the CI Council for consideration at its next meeting, which is due to take place in September. Draft policies submitted to the Council include –

	applicable national law	<p>involving partners, experts and other parties as appropriate;</p> <ul style="list-style-type: none"> - contain due diligence provisions and sign off procedures ensuring legal compliance and avoiding unfair or irresponsible public criticism and undue harm to third parties. 		<p>1) Policy on agreeing the focus of a headline campaign</p> <p>2) Policy on choosing campaign targets</p> <p>A draft policy on choosing project partners is under development and will be completed by end-2008.</p>
5	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has not been in breach of its own advocacy policies and that it has resolved any formal written complaint it may have received concerning its alleged breach of these policies.	<ul style="list-style-type: none"> ○ Fully ● Partially ○ Not at all ○ Not applicable 	<p>Practice to date has been in line with the policies as described in the papers that will be presented to the CI council in September.</p> <p>One campaign target expressed concern about CI's campaigning. A letter was sent in response and no further action was requested.</p> <p>While activities have been in line with the interim policies, full compliance will be achieved when the Council has approved the policies.</p>

Effective Programmes

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
6	The organisation's programmes are conducted in genuine partnership with local communities.	The organisation's written programme strategy, evaluations of terminated and ongoing programmes and other relevant documents provide evidence that the organisation's programmes strengthen self-reliance, self-help and popular participation by empowering individuals and communities and building capacities of local structures.	<ul style="list-style-type: none"> ○ Fully ● Partially ○ Not at all ○ Not applicable 	CI needs to more fully elaborate a written programme strategy. This has been prioritised in the work plan for 2008. In the mean time, programme evaluations and other relevant documents do indicate full compliance with the requirements of the Charter.
7	The organisation's programmes aim for sustainable development.	<p>The organisation's written programme strategy, evaluations of terminated and ongoing programmes and other relevant documents provide evidence that the organisation's programmes</p> <ul style="list-style-type: none"> - are based on the potential of local resources to sustain the activity - contribute to further strengthening sustainability at local level and - do not create or increase dependence on external support. 	<ul style="list-style-type: none"> ● Fully ○ Partially ○ Not at all ○ Not applicable 	
8	The organisation's programmes are appropriate for the local needs and conditions.	The organisation's written programme strategy, evaluations of terminated and ongoing programmes and other relevant documents provide evidence that the organisation's programmes	<ul style="list-style-type: none"> ● Fully ○ Partially ○ Not at all ○ Not applicable 	

		<ul style="list-style-type: none"> - take relevant local conditions into account, e.g. by involving local stakeholders in all stages of programme design and implementation - take appropriate care of relevant local gender, diversity, cultural and religious issues; - avoid negative environmental impact and, where possible, secure a positive impact. 		
	Funds raised for specific programmes reach the people or cause in whose name they were raised.	The organisation's fundraising and donor information materials, donor communication, programme reports and relevant finance statements provide evidence that funds raised for a specific cause have been used to further that cause.	<ul style="list-style-type: none"> • Fully ○ Partially ○ Not at all ○ Not applicable 	
9	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has not been in breach of its own programme policies and that it has resolved any formal written complaints it may have received concerning its alleged breach of these policies.	<ul style="list-style-type: none"> • Fully ○ Partially ○ Not at all ○ Not applicable 	

Non-Discrimination

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
10	The organisation	- The organisation's written non-	○ Fully	CI does not currently have a

	promotes diversity, gender equity and balance, impartiality and non-discrimination in all activities, both internal and external.	<p>discrimination policy affirming its commitment to gender equity, to non-discrimination for sexual orientation, to ethnic and racial diversity, to the inclusion of people with disabilities at staff and board levels;</p> <ul style="list-style-type: none"> - The organization's plans and operations which fully reflect the non-discrimination policy; - The organisation's most recent personnel orientations, trainings and instructional material addressing non-discrimination. 	<ul style="list-style-type: none"> ○ Partially ● Not at all ○ Not applicable 	<p>written non-discrimination policy. The HR Strategy Working Group will undertake to formulate a non-discrimination and equal opportunities policy as a top priority.</p> <p>The CI INGO Working Group will ensure organisational planning and operations reflect this policy. The non-discrimination policy will be included in the induction material for new staff.</p>
11	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has no knowledge of cases where it may have been in breach of its own non-discrimination policy and that it has resolved any formal written complaints it may have received concerning its alleged breach of these policies.	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ● Not applicable 	

Transparency

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
12	The organisation is open,	- The organisation's reports which		CI makes public its annual

	transparent and honest about its structures, mission, policies and activities.	<p>adhere to generally accepted standards of technical accuracy and honesty in presenting and interpreting data and research;</p> <ul style="list-style-type: none"> - The organisation complies with relevant governance, financial accounting and reporting requirements in the countries where it is based and operates. 	<ul style="list-style-type: none"> • Fully ○ Partially ○ Not at all ○ Not applicable 	accounts, structure, mission policies and activities on its website. We have recently received charity status and will prepare our first official report in 2009.
13	The organisation reports publicly at least once a year about its activities and achievements.	<p>The organisation's annual report which contains:</p> <ul style="list-style-type: none"> - Mission and values; - Objectives and outcomes achieved in programme and advocacy; - Environmental impact; - Human rights impact; - Governance structure and processes, and main office bearers; - Main sources of funding from corporations, foundations, governments, and individuals; - Financial performance; - Compliance with the INGO Accountability Charter and - Contact details. 	<ul style="list-style-type: none"> ○ Yes • No/not fully ○ Not applicable 	<p>While CI publishes and makes public an annual report in a timely fashion, we have not yet begun to report on our environmental impact. Some other sections of the report, regarding compliance with the INGO Accountability Charter, also need to be strengthened.</p> <p>In 2009, CI will be producing its first report for the Charity Commission and plans to ensure that this reports against requirements of the INGO Charter as well.</p>
14	The organisation's annual financial report will conform to relevant laws and practices and be	Independently audited annual accounts	<ul style="list-style-type: none"> • Fully ○ Partially ○ Not at all 	

	audited by a qualified independent public accountant whose statement will accompany the report.		<ul style="list-style-type: none"> ○ Not applicable 	
15	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has no knowledge of any complaints concerning the accuracy or relevance of its reporting and that it has resolved any formal written complaints it may have received concerning its alleged breach of its reporting provisions.	<ul style="list-style-type: none"> ● Fully ○ Partially ○ Not at all ○ Not applicable 	

Good Governance

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
16	The organisation has a governing body, which has responsibility for the oversight of all aspects of the organisation.	<p>The organisation's bylaws, terms of reference for the governing body, and relevant policies and procedures allocate ultimate authority to the organisation's governing body.</p> <p>These documents also state that the governing body</p> <ul style="list-style-type: none"> - selects, supervises and evaluates the chief executive, - oversees programme and budgetary matters 	<ul style="list-style-type: none"> ● Fully ○ Partially ○ Not at all ○ Not applicable 	

		<ul style="list-style-type: none"> - defines the overall strategy, consistent with the organisational mission, - verifies that resources are used efficiently and appropriately, - ensures that performance is measured, - secures financial integrity and - makes sure that public trust is maintained. <p>Documentation on the activities of the governing body shows that all the above tasks have been undertaken thoroughly and successfully.</p>		
17	The work of the organisation's governing body takes place in a clearly defined framework of rules and procedures covering the appointment, responsibilities and terms of members of the governing body.	<p>The organisation's bylaws, terms of reference for the governing body, and relevant policies and procedures</p> <ul style="list-style-type: none"> - identify required qualifications and expertise of the members of the governing body and the mix of skills across the group - specify the frequency of meetings of the governing body (at least two meetings per year), - specify adequate attendance by directors (at least a majority of <i>directors</i> on average), and - lay down voting requirements - provide a process for evaluating the governance body's own performance. 	<ul style="list-style-type: none"> ● Fully ○ Partially ○ Not at all ○ Not applicable 	

		<p>Records of the meetings provide evidence that meetings were held and which decisions were taken.</p> <p>A regular general meeting takes place with authority to appoint and replace members of the governing body.</p>		
18	The organisation tries to prevent and, if they occur, actively manages conflicts of interest.	<p>The organisation's bylaws, terms of reference for the governing body, and relevant policies and procedures require that members of the governing body and employees:</p> <ul style="list-style-type: none"> - disclose any affiliation they have with an actual or potential supplier of goods and services, recipient of grant funds, or organisation with competing or conflicting objectives; - absent themselves from discussion and abstain from voting or otherwise participating in a decision on any issue in which there is a conflict of interest; and - refuse large or otherwise inappropriate gifts for personal use. 	<ul style="list-style-type: none"> ○ Fully ● Partially ○ Not at all ○ Not applicable 	<p>CI has not yet developed a conflict of interest policy for staff and has prioritised this as a goal for the Human Resources Working Group in 2008.</p> <p>The CI Governance Manual provides conflict of interest policies for CI Council and CI Executive.</p>
19	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has no knowledge of any irregularities in its governance system and that it has	<ul style="list-style-type: none"> ● Yes ○ No/not fully ○ Not applicable 	

		resolved any formal written complaints it may have received concerning its governance system or members of its governing body.		
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Ethical Fundraising

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
20	In accepting funds the organisation ensures that it complies with its own ethical standards.	The organisation's written policy for accepting or refusing certain donations and subsidies clearly states which sources of funding are not acceptable to the organisation for ethical reasons.	<ul style="list-style-type: none"> • Fully ○ Partially ○ Not at all ○ Not applicable 	
21	The organisation respects the rights and wishes of donors.	<p>The organisation's written policy confirms donors' rights</p> <ul style="list-style-type: none"> - to be informed about causes for which the organisation is fundraising; - to be informed about how their donation is being used; - to have their names deleted from mailing lists; - to be informed of the status and authority of fundraisers and - to anonymity except in cases where the size of their donation is such that it might be relevant to the organisation's independence and 	<ul style="list-style-type: none"> ○ Fully • Partially ○ Not at all ○ Not applicable 	

		<ul style="list-style-type: none"> - that donations accepted for a specific purpose, are used for that purpose. <p>The organisation's fundraising and donor information materials and donor communication are complying with donors' rights.</p>		
22	In raising funds, the organisation accurately describes its activities and needs. It uses donations in line with the information and assurances given to the donor.	<p>The organisation's fundraising materials and communication</p> <ul style="list-style-type: none"> - show how the donation will further the organisation's mission; - neither minimise nor overstate the size or urgency of the challenge the organisation wants to address; - do not contain any material omissions or exaggerations of facts, misleading photographs, nor create a false impression or misunderstanding; - show how organisation will handle any shortfall or excess of income raised for a specific project. <p>The organisation's donor information materials and communication provide detailed documentation on the use of donations.</p> <p>Follow-up with donors about clarity and quality of materials sent to them shows that the organisation's intended</p>	<ul style="list-style-type: none"> • Fully ○ Partially ○ Not at all ○ Not applicable 	In order to ensure compliance with the requirements of the Charter, CI will prioritise the development of this policy in 2009.

		message is accurately getting through.		
23	The organisation records and publishes details of all major institutional gifts and gifts-in-kind clearly describing the valuation and auditing methods used.	<p>The organisation's written gifts-in-kind policy</p> <ul style="list-style-type: none"> - states under which conditions and for which purposes gifts-in-kind are being accepted; - provides clear parameters for valuation and auditing of gifts-in-kind. <p>The organisation's documentation of all major institutional gifts and gifts-in-kind is complete and up-to-date.</p>	<ul style="list-style-type: none"> ○ Fully ● Partially ○ Not at all ○ Not applicable 	<p>CI does not have a written gifts-in-kind policy. The organisation has never received any gifts in kind and as such, has not felt the need to develop a corresponding policy.</p> <p>However, in order to ensure compliance with the requirements of the Charter, CI will prioritise the development of this policy in 2009.</p>
24	The organisation ensures that donations sought indirectly, such as through third parties, are solicited and received in full conformity with its own practices.	<p>The organisation's policy for the use of agents or other third parties for fundraising purposes states</p> <ul style="list-style-type: none"> - that contracts between the organisation and a third party will be in writing and - that these contracts will oblige the third party to comply fully with the organisation's fundraising policy and ethical standards. 	<ul style="list-style-type: none"> ● Fully ○ Partially ○ Not at all ○ Not applicable 	
25	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has no knowledge of any significant breaches of its fundraising and related policies and that it has resolved any formal written complaints it may have	<ul style="list-style-type: none"> ○ Fully ○ Partially ○ Not at all ● Not applicable 	

		received concerning its own or its agents' fundraising materials and practice.		
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Professional Management

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
26	The organisation's management is professional and effective and the organisation's policies and procedures seek to promote excellence in all respects.	<p>The organisation's written management terms and conditions, policies and procedures contain</p> <ul style="list-style-type: none"> - job specifications and personnel profiles for the CEO and Senior Management Team positions - annual work plans for the CEO and the Senior Management Team directly referring to the organisation's strategy - an appraisal system with the CEO being appraised by the governing body. <p>The organisation's strategy and key policies lay down clear objectives and criteria defining excellence.</p>	<ul style="list-style-type: none"> • Fully ○ Partially ○ Not at all ○ Not applicable 	
27	Financial management and control ensure that all funds are effectively used and minimise the risk of funds being misused.	<p>The organisation operates according to a budget approved by its governing body.</p> <p>The organisation exercises adequate internal controls over disbursements</p>	<ul style="list-style-type: none"> • Fully ○ Partially ○ Not at all ○ Not applicable 	

		<p>to avoid unauthorised payments, prohibiting any un-auditable transactions or loans to members of its governing body or staff.</p> <p>The organisation's annual, audited financial statements</p> <ul style="list-style-type: none"> - are produced by a certified public accountant; - presented timely (normally not later than 6 months after the end of the financial year) and in line with the organisation's written finance policy; - comply with nationally accepted accounting standards and legal requirements. 		
28	<p>The organisation has evaluation procedures for its governing body, staff, programmes and projects and conducts monitoring and evaluation on the basis of mutual accountability.</p>	<p>The organisation incorporates appropriate monitoring and evaluation practices in all relevant policies and systems establishing mutual accountability as part of its culture.</p> <p>The organisation conducts regular and deliberate evaluative activities to examine progress towards its goals and mission; and applies in its budget and work plans adequate financial and human resources for monitoring and evaluation.</p>	<ul style="list-style-type: none"> ○ Fully ● Partially ○ Not at all ○ Not applicable 	<p>While CI carries out regular monitoring visits to all project sites, and appropriate external evaluations of all programmes as required by donors, an overall organisational evaluation has not been carried out in recent years.</p> <p>CI plans to budget for and include within its work plan, targets for an organisational evaluation in 2009.</p>

29	The organisation ensures that its partners meet the highest standards of probity and accountability.	<p>In its policies guiding the selection of and cooperation with partners the organisation</p> <ul style="list-style-type: none"> - identifies adequate criteria for the selection of effective, legitimate and reliable partners; - takes adequate provisions to exclude links with organisations or individuals involved in illegal or unethical practice. 	<ul style="list-style-type: none"> • Fully ○ Partially ○ Not at all ○ Not applicable 	
30	The organisation recognises the crucial role the quality and dedication of its staff play in the success of its work and is committed to investing in human resource development.	<p>The organisation's written human resources policies and procedures</p> <ul style="list-style-type: none"> - conform fully with relevant international and national labour regulations; - provide for remuneration and benefits levels which strike a balance between public expectations of not-for-profit organisations and the need to attract and retain the staff the organisation needs to fulfil its mission; - apply the best voluntary sector practices in terms of employee and volunteer rights and health and safety at work. - include procedures for evaluating the performance of all staff on a regular basis. 	<ul style="list-style-type: none"> ○ Fully • Partially ○ Not at all ○ Not applicable 	<p>CI is currently compliant with all requirements except for potentially bullet point 2. An external HR consultant provides advice to ensure London Office policies and procedures are in compliance with national legislation.</p> <p>The CI Global Salary policy outlines CI's commitment to provide salaries that attract and retain high-quality staff while remaining appropriate for a membership-based NGO. The HR Consultant is due to report back to the HR Strategy Working Group in Autumn 2008 on how CI's salary structure compares</p>

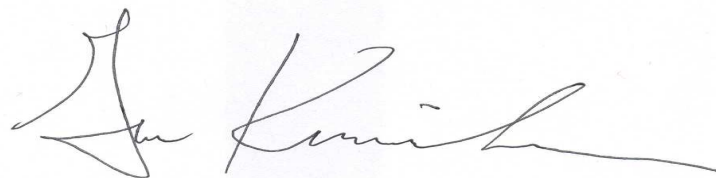
				with those of similar organisations.
31	The organisation takes all required provisions to exclude corruption and bribery from its work.	The organisation's relevant policies <ul style="list-style-type: none"> - specifically prohibit acts of bribery or corruption by staff or other persons working for, or on behalf of, the organisation; - identify appropriate steps to be undertaken in cases of suspected bribery or corruption. 	<ul style="list-style-type: none"> • Fully ○ Partially ○ Not at all ○ Not applicable 	
32	The organisation respects sexual integrity in all its programmes and activities, and prohibits gender harassment, sexual exploitation and discrimination.	The organisation's relevant policies contain appropriate provisions <ul style="list-style-type: none"> - preventing sexual exploitation, abuse; - ensuring gender equality; - preventing discrimination in all its forms; - fostering ethnic and racial diversity. 	<ul style="list-style-type: none"> ○ Fully • Partially ○ Not at all ○ Not applicable 	<p>CI's Disciplinary Procedure cites the following as constituting alleged (gross) misconduct:</p> <ul style="list-style-type: none"> - 'sexual misconduct' - 'racist, sexist, homophobic or other oppressive remarks' - harassment or discrimination on grounds of sexuality <p>While it is felt that the above ensures general compliance with the charter, CI will review relevant policies with a view to making them more comprehensive in this area.</p>
33	The organisation provides internal feed-back mechanisms making sure	The organisation's written whistle-blowing policy enables and encourages staff to draw	<ul style="list-style-type: none"> ○ Fully • Partially 	A whistle blowing policy has been elaborated for members of the CI Council

	that the organisation consistently stays within its ethical and legal framework and follows its mission.	management's attention to activities that may not comply with the law or the organisation's mission and commitments, including the provisions of the INGO Accountability Charter.	<ul style="list-style-type: none"> ○ Not at all ○ Not applicable 	and Executive. A similar policy is required for staff members and will be developed in 2009.
34	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has no knowledge of any significant breaches of its management policies or related policies and procedures and that it has resolved any formal written complaints it may have received concerning its management provisions and practice.	<ul style="list-style-type: none"> ● Fully ○ Partially ○ Not at all ○ Not applicable 	

Date: 28 August 2008



Samuel Ochieng, President
Chairman of the Board



Gene Kimmelman, Acting Director General
Chief Executive Officer