



2012-2013

# ANNUAL REPORT



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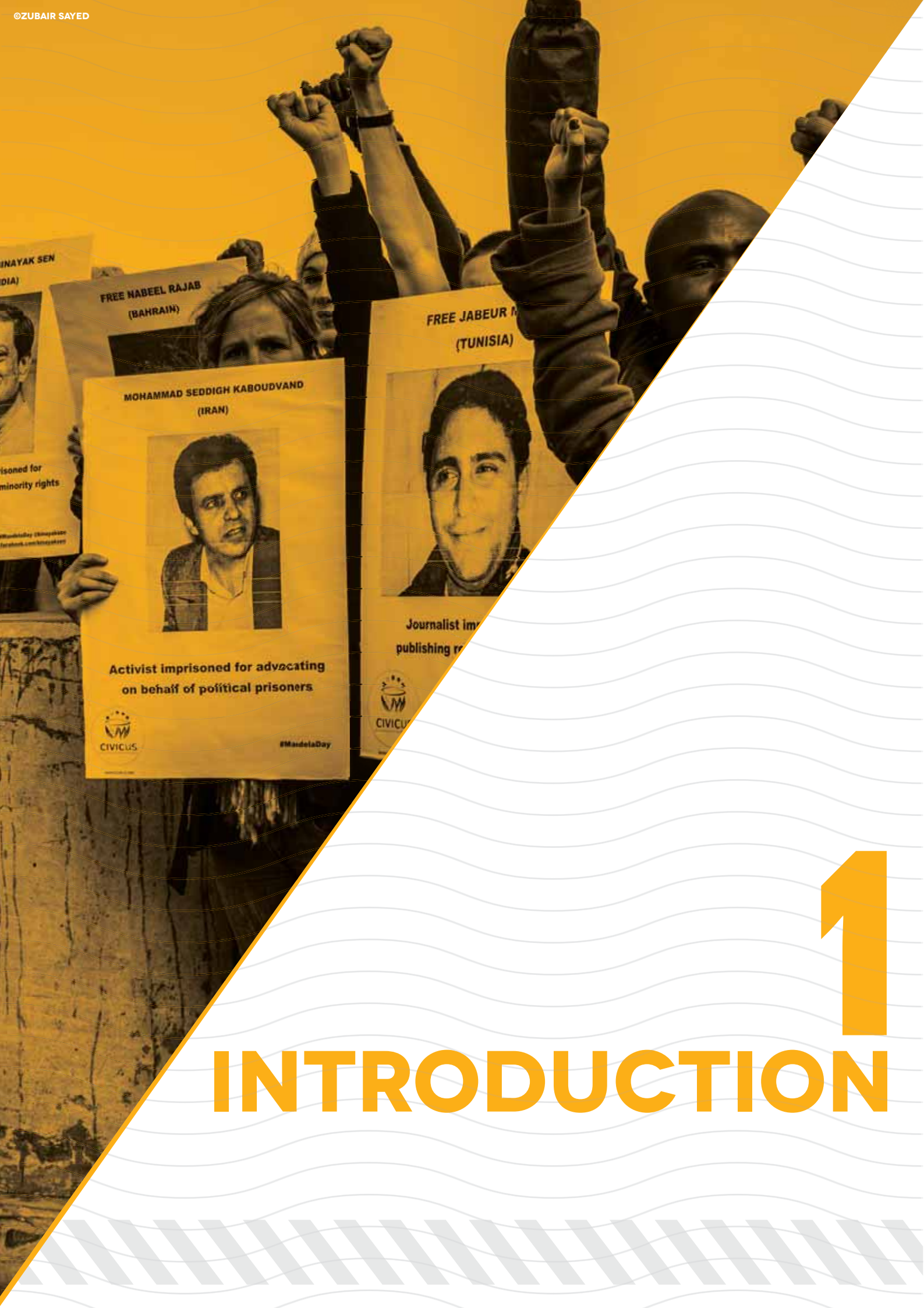
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# 1

# INTRODUCTION



# INTRODUCTION

## ABOUT US

### OUR VISION

**A worldwide community of informed, inspired, committed citizens engaged in confronting the challenges facing humanity.**

We are CIVICUS, the only global alliance dedicated to enhancing the rights, freedoms, health and vitality of civil society as a whole.

We've worked for two decades to strengthen civic action and civil society throughout the world. We believe a healthy society is one where people have multiple opportunities to participate, come together, deliberate and act for the common good.

The world is rich in voluntary bodies, charities, campaigning organisations, rights-based social movements, protest and other citizen groups. Collectively, we call this civil society. Uniquely, our purpose is to strengthen civil society as a whole. We work for civil society, protecting and growing the civic space where people can express and organise themselves. We speak up for civil society when it is threatened, and work to win it more recognition and influence. We work with civil society to enable it to be more effective.

We are a membership network underpinned by a set of core values. Our alliance encompasses a geographically and thematically diverse and growing membership in over 100 countries. We complement this with a wide range of partnerships with global, regional, national and local civil society organisations (CSOs) and other parts of civil society, and with governments, donors and other institutions. We research, analyse and convene to generate and share knowledge and to take action to strengthen civil society.

### OUR MISSION

**To strengthen citizen action and civil society throughout the world.**

To achieve impact we communicate, campaign and advocate. We're a network, so we always work in partnership with our constituents. The fact that CIVICUS is a network also defines the character of our leadership. We need to have the legitimacy and authority to speak for civil society when the occasion demands it. But far more often, CSOs and citizens speak for themselves. Our leadership role is to steward the space and ideas around civil society, and we see CIVICUS as our collective expression for the common good. We recognise that to act in effective and sustainable ways, citizens must enjoy the rights of free association, assembly and expression, and must also be able to engage the different power-holders within society in a way that enables and respects people's voices.





# INTRODUCTION

## A WORD FROM OUR CHAIR

CIVICUS, born out of the cracks from the global shifts following the break-up of the Soviet bloc, is now 20 years old! In these past 20 years there have been striking changes in the world and, equally striking, much that should have changed has not. I want to use the opportunity of this Chair's message, my last, to reflect on the arc of the past 20 years, told through the biographies of our four extraordinary secretaries-general.

Our first secretary-general, Miklos Marschall, grew up during the Soviet era and as a young man became an activist in Hungarian democracy struggles, eventually becoming deputy mayor of Budapest in post-Soviet Hungary. As the first S-G of CIVICUS (1994-1998), he symbolised the first wave of post-Cold War transition in central and Eastern Europe. At the time, CIVICUS was headquartered in the capital of the newly unipolar world, Washington, D.C., and the big strategic objective was the promotion of enabling environments for citizen participation. The prevailing mental models were very much based in the history of the Western liberal-democracies, but over the years, our enabling environment work has grown and changed considerably. CIVICUS remains a fierce and ever present defender of the rights to association and expression but the job is far from done in any country – for example the related right to privacy has come under serious threat from recent cases of mass digital spying – and the ongoing importance of this work remains

Our second secretary-general (1998-2008), Kumi Naidoo, also brought credentials as a lifelong democracy activist to CIVICUS, but in this case from South Africa's anti-apartheid struggle. Kumi's tenure symbolised the shift from a post-Cold War framework to a post-colonial one. In 2002 CIVICUS moved its headquarters from Washington to Johannesburg. Strategic priorities during these years emphasised campaigning against poverty and for human rights. Our global movement to strengthen civil society tapped the seedbeds of social justice struggle. Our participation in the formal machinery of international development secured, these years awakened our sense of the gap between citizen participation and genuine progress on the substantive justice concerns that we carried into the corridors of power.

This emphasis on human rights and anti-poverty action continued under the leadership of our third secretary-general (2008-2013), and the awareness of the gap between our existence and our effectiveness became a chasm. Ingrid Srinath came to CIVICUS from the leadership ranks of India's vibrant, relatively mature NGO scene where she had led the transformation of one of the country's largest children's NGOs from a relief to a rights orientation. The first S-G with a background in local resource mobilisation, Ingrid's tenure signalled the arrival of what might be termed a second-generation post-colonial NGO experience to CIVICUS.

The global recession from 2008 cast a massive shadow of doubt over these years. Even where governments and civil society worked hand in hand, they were not coming to grips with the causes of poverty. While organised citizen action had grown rapidly virtually everywhere, we were not achieving our social justice goals. Infamously, the crisis was wasted.

# INTRODUCTION

## A WORD FROM OUR CHAIR



As we stood in solidarity with the spontaneous citizen movements across the Arab world, we saw that our formal organisations were, at best, following, not leading. We saw that the gap between youth-led citizen activism and formal organisations was related to another gap: between informal resistance and the capacity to build tolerant, pluralistic, democratic societies. By the end of Ingrid's term organised civil society – as opposed to informal citizen activism – was reckoning uncomfortably (and I would argue necessarily) with its ineffectuality with respect to both these gaps.

The arrival in 2013 of our new S-G, Danny Sriskandarajah, comes at a time of candid reckoning and innovation for global civil society. It is also a time of passing the baton to a new generation of leadership, not just in years, but also in background. Like previous S-Gs, Danny grew up an activist, but unlike the others, he did so as an immigrant. Born of the minority Tamil community in Sri Lanka, Danny was taken by his parents as a child to Australia. He completed his studies in the UK, where he became an influential international scholar of global migration studies and where he rose to positions of leadership in the UK policy and research community before becoming the first person of colour to head the 140 year old Royal Commonwealth Society.

I am confident that CIVICUS will continue to play a key leadership role in strengthening citizen action and civil society around the world. We have the experience, the self-knowledge, and the leadership to meet the challenges of the day. If prophecy is always something of a fool's errand, then let me say that the opportunity to serve on the CIVICUS board these past six years has given me every confidence that our members, partners, staff, S-G and the new board will write a bright new chapter in the chronicles of social justice – one that we may come to see as an authentically new beginning for our global civil society.

David Bonbright  
Chair, CIVICUS Board of Directors

“We saw that the gap between youth-led citizen activism and formal organisations was related to another gap: between informal resistance and the capacity to build tolerant, pluralistic, democratic societies.”



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# INTRODUCTION

## A MESSAGE FROM OUR S-G



In my first six months at CIVICUS, I've discovered what a unique organisation this is. I've been particularly struck by the fact that we are one of the few organisations whose main job is to protect and promote civil society writ large, all over the world.

This means that something like our flagship State of Civil Society Report, published in April 2013, runs into hundreds of pages, covers dozens of countries and examines the notion of how to create an 'enabling environment' that promotes citizen action and nurtures civil society. Or when we convened the World Assembly in Montreal, Canada in September 2012, we ended up bringing together 600-odd participants from around 100 countries to take part in some 60 participatory activities.

It also means that CIVICUS ends up straddling the local and global. One of our greatest strengths is the connections we have with local civil society actors all over the world. They are our eyes and ears, reporting the latest developments in their countries and sectors. These connections take on new potential when combined with CIVICUS' familiarity with the international area. We help amplify the voices of our members and partners through the UN's Universal Periodic Review process, help feed their views into civil society policy positions at international negotiations, and bring together civil society actors at major international meetings. Knowing the local and navigating the global is a difficult but important part of what we seek to do.

In the following pages you will see more examples of how we seek to strengthen citizen action and civil society. You will also see some hints of what is to come next for CIVICUS. My mantra in the corridors of CIVICUS House so far has been 'consolidate and experiment'. There is a lot that we do – issue alerts, conduct research, convene partners – that needs to continue but we will also be building on what we have been doing for 20 years now, and experimenting a little. So by the time you read our next annual report – which will be in 12 months time, now that we have changed our financial year – you will see the same objective of playing that unique role that CIVICUS has been built for, but with a different set of activities.

In closing, I want to pay my personal tribute to the CIVICUS Board of Directors, and especially outgoing members such as our Board Chair, David Bonbright. Thank you for having the faith in me to help shepherd CIVICUS through the next phase of its life and for such huge support in my first few months in the job. I also want to thank some of my colleagues who have moved on from CIVICUS recently, notably Katsuji Imata, Netsanet Belay and Henri Valot, who helped lead CIVICUS during its transition between Secretaries-General.

Danny Sriskandarajah  
Secretary-General, CIVICUS

“My mantra in the corridors of CIVICUS House so far has been 'consolidate and experiment'”





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# MILESTONES

2013 marks CIVICUS' 20th anniversary. It's been a long, challenging and inspiring journey! Here are some of the milestones from our first 2 decades.

# MILESTONES

## 20 YEARS OF STRENGTHENING CITIZEN ACTION

Year	Milestone
1991	A group of civil society leaders from across the world make a decision to reinforce and support the expansion of citizen participation in every region of the globe
1993	CIVICUS is established, marked by the first meeting of the founding Board of Directors in Barcelona in May
1994	<ul style="list-style-type: none"><li>• Miklos Marschall starts as CIVICUS' first Secretary-General at the beginning of the year</li><li>• Production of regional reports on the state of civil society</li></ul>
1995	<ul style="list-style-type: none"><li>• First World Assembly in Mexico City, Mexico</li><li>• Publication of Citizens: Strengthening Global Civil Society</li></ul>
1997	Second World Assembly in Budapest, Hungary
1998-2000	Strategic plan adopted that focuses on three core programme strategies for CIVICUS: convening, knowledge-based activities and advocacy
1999	<ul style="list-style-type: none"><li>• Third World Assembly in Manila, Philippines</li><li>• Launch of e-CIVICUS</li></ul>
2000	Kumi Naidoo joins CIVICUS as Secretary-General
2001	Fourth World Assembly in Vancouver, Canada
2001-2002	Pilot phase of the CIVICUS Civil Society Index – analysing the state of civil society in 13 countries
2002- 2004	Strategic plan adopted that focuses on two goals: Promoting citizen participation and strengthening enabling environments
2002	<ul style="list-style-type: none"><li>• Inception of the Civil Society Watch programme</li><li>• Start of the Legitimacy, Transparency and Accountability programme</li></ul>
2003	Headquarters moved from Washington, DC to Johannesburg, South Africa
2003- 2006	First phase of the CIVICUS Civil Society Index – analysing the state of civil society in 50 countries
2004	<ul style="list-style-type: none"><li>• Fifth World Assembly in Gaborone, Botswana</li><li>• Launch of the Affinity Group of National Associations (AGNA)</li><li>• Launch of the Global Call to Action Against Poverty (GCAP) with CIVICUS as a key partner</li></ul>
2006	<ul style="list-style-type: none"><li>• Launch of the Participatory Governance programme</li><li>• Sixth World Assembly in Glasgow, Scotland</li><li>• Eleven leading international NGOs, including CIVICUS, publicly declare their adoption of the International NGOs Accountability Charter</li></ul>

# MILESTONES

## 20 YEARS OF STRENGTHENING CITIZEN ACTION

Year	Milestone
2007	<ul style="list-style-type: none"><li>• Seventh World Assembly in Glasgow, Scotland</li><li>• UN Engagement strengthened in Geneva</li></ul>
2008	<ul style="list-style-type: none"><li>• Ingrid Srinath becomes Secretary-General replacing Kumi Naidoo</li><li>• Eighth World Assembly in Glasgow, Scotland</li><li>• Start of the Crisis Response Fund</li></ul>
2008	<ul style="list-style-type: none"><li>• Adoption of strategic plan (2008-2012) with three directions: protecting the rights of civil society, strengthening best practices and strengthening civil society's ability to influence governments, etc.</li><li>• Second phase of the CIVICUS Civil Society Index launched – analysing the state of civil society in 35 countries</li></ul>
2009	<ul style="list-style-type: none"><li>• Formation of the first CIVICUS regional network covering Eurasia</li><li>• GCAP becomes an independent organisation, separate from CIVICUS</li><li>• Publication: From Political Won't to Political Will</li><li>• CIVICUS takes the lead on the Every Human Has Rights campaign launched by the Elders to celebrate the 60th anniversary of the Universal Declaration of Human Rights</li></ul>
2010	<ul style="list-style-type: none"><li>• Ninth World Assembly in Montreal, Canada</li><li>• 500th Issue of e-CIVICUS</li><li>• Creation of Gender and Diversity desk</li></ul>
2011	<ul style="list-style-type: none"><li>• Formation of a CIVICUS Gender Advisory Committee composed of prominent women leaders from around the World</li><li>• Completion of Phase II of the CIVICUS Civil Society Index</li></ul>





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# YEAR IN REVIEW

JANUARY 2012 - JUNE 2013



# YEAR IN REVIEW

## MAJOR HIGHLIGHTS

During 2012 we brought our reporting period into line with our donors' budget planning cycles and adjusted the CIVICUS financial year to run from July to June. This report therefore covers the period January 2012 to the end of June 2013.

The period under review also concludes the implementation of our current set of 2008-2012 Strategic Priorities. Our newly defined priorities, for 2013-2017, are outlined later in this report.

A few of the major highlights during the period under review include:

Publication of the second annual CIVICUS State of Civil Society report which featured over 30 in-depth analyses of the drivers behind changes to the enabling environment, innovative civil society responses and a draft of the enabling environment index. The report was critically acclaimed by eminent civil society leaders, multi-lateral agencies and academics.

Convening of 641 participants from 100 countries in defining a new social contract at the CIVICUS world assembly in Montreal, Canada. 60 participatory activities enabled participants to debate and exchange opinions and dialogue at the event, while impressive online engagement expanded the event's reach even further.

Submission of 19 country reports on threats to freedoms of expression, association and assembly, as well as persecution of civil society activists, as part of the universal periodic review process.

Support to 15 civil society partners under threat through the CIVICUS Crisis Response Fund, which enabled emergency advocacy to take place with significant impact.

Inclusion of CIVICUS' inputs in civil society position statements on sustainable development goals and MDGs, as well as in country recommendations stemming from the UN Human Rights Council's universal periodic review.

Convening of 14 national-level civil society consultations on MDG delivery to-date and the post-2015 agenda.

Adoption of the CIVICUS enabling environment index as the primary measure and input for the global monitoring framework of Busan commitments on indicator 2.

Endorsement of CIVICUS' 2013-2017 strategic priorities by the membership and board after a participatory planning process that included 14 physical consultations, 8 online consultations, and an online survey that captured the opinions and perspectives of nearly 1,000 CIVICUS constituents.

# YEAR IN REVIEW

## STRATEGIC PRIORITY 1

### PROTECTING THE RIGHTS OF CIVIL SOCIETY ACTORS

Protecting the rights of civil society continued to remain a priority area for CIVICUS throughout 2012-2013 and we were able to further strengthen our work in this regard, primarily under the auspices of the Civil Society Watch project. Throughout the year, we engaged intergovernmental institutions, supported human rights defenders' networks, carried out research and analysis on threats to civil society, supported emergency advocacy activities and carried out targeted advocacy actions.

#### ENGAGEMENT OF INTERGOVERNMENTAL INSTITUTIONS

In 2012-2013, CIVICUS participated in all the sessions of the UN Human Rights Council, attended a session at the African Commission on Human and People's Rights and the World Bank's annual and Spring meetings. We were at the forefront of convening a number of side events at these meetings to highlight threats to civil society and operating environments, often in partnership with national civil society groups. Our unique contribution to the above key multi-lateral forums has been to enable access and participation for myriad civil society groups to highlight national, regional and international concerns.

#### RESEARCH AND ANALYSIS ON THREATS TO CIVIL SOCIETY

A considerable amount of research and analysis on threats to civil society was carried out throughout the year. This included the State of Civil Society Report, submissions on threats to freedoms of expression, association, assembly, as well as persecution of civil society activists - produced for 19 countries ahead of their Universal Periodic Reviews at the UN Human Rights Council. We also produced 40 analytical statements highlighting grave threats to civil society in 24 countries. The Civil Society Watch bulletin - a monthly round up of threats to civil society around the world - was drafted and shared with key stakeholders throughout the year. The bulletin remains an important resource for researchers and advocates on civil society.

#### HUMAN RIGHTS DEFENDERS NETWORKS

We organised a number of networking meetings and workshops to share experiences, good practices and strengthen solidarity among human rights defenders. Two human rights defenders workshops were organised at the 2012 CIVICUS World Assembly with a view to enhancing learning and networking. We organised meetings to engender regional human rights defenders' networks in both East and West Africa and we helped organise a workshop for female activists from across the MENA region.

#### CRISIS RESPONSE FUND

Throughout 2012-2013, we continued to support civil society organisations and individual human rights defenders under threat around the world through our Crisis Response Fund, an emergency fund for civil society. A total of 15 interventions were made throughout the year, ranging from support for a civil society mapping of imprisoned political prisoners in Uzbekistan to the creation of a radio station to highlight civil society issues in Yemen.

#### TARGETED ADVOCACY

We engaged in advocacy activities to highlight both systemic and episodic threats to civil society around the globe. Our team engaged in a wide range of advocacy initiatives including participation in solidarity missions and we continued to advocate for the release of civil society activists imprisoned because of their work as part of our Civil Society Behind Bars campaign.



# YEAR IN REVIEW

## STRATEGIC PRIORITY 2

### STRENGTHENING GOOD PRACTICE WITHIN CIVIL SOCIETY

We developed and disseminated information about the principles and standards of good practice within CSOs, with a focus on national associations. We also developed and refined tools for assessing civil society with the aim of developing initiatives that would strengthen civil society. In addition, we promoted self-regulation mechanisms aimed at improving civil society's accountability, performance and impact.

#### COMMUNITIES OF PRACTICE

We support a variety of communities of practice -groups of civil society actors that share a common interest- through information and knowledge exchanges, which allow members to learn from each other. Many CSOs in the CIVICUS network are working to address issues of legitimacy, transparency and accountability and, together with our partners and subject experts we started work on a guide to self-regulation (to be published later in 2013).

Another important issue for CSOs, especially given the current emphasis on the post-2015 development agenda, is development effectiveness. Together with partners we co-hosted training to promote, train and build capacity among CSO practitioners and facilitators from different regions on the questions, practices, resources and tools related to CSO development effectiveness.

#### AFFINITY GROUP OF NATIONAL ASSOCIATIONS

The CIVICUS Affinity Group of National Associations (AGNA) was established to enable representatives of national umbrella organisations to share information and best practices and engage in learning exchanges. Currently the AGNA network consists of 61 national associations from different countries around the world. AGNA related activities during 2012-2013 included a global peer learning event, participation at the CIVICUS World Assembly, the AGNA Annual General Meeting, participation in the launch of the Asia Development Alliance, a workshop on building civil society coalitions and participation in a global training of trainers on CSO Development Effectiveness.

#### CIVIL SOCIETY INDEX – RAPID ASSESSMENT

After the implementation of the Civil Society Index (CSI) in a total of 75 countries worldwide, we revised our methodology in 2011/2012 to produce a more adaptable, flexible and cheaper tool called the CSI Rapid Assessment (CSI-RA). The CSI-RA contributes to strengthening the evidence base for civil society advocacy, providing a platform for civil society to identify shared needs, and assists the planning and strategising of civil society around common challenges and opportunities. The new tool is particularly aimed at those contexts where it is neither possible nor desirable to implement the full CSI, whether that is due to reasons of resources, time, conflict and dramatic political change or a wish to take a focussed rather than a comprehensive perspective. In 2012-2013 the CSI-RA was piloted in West Africa (Sierra Leone, Gambia, Benin, Ghana, Liberia, Nigeria, Senegal) and in Tunisia. In 2013-2014 implementation will start in Armenia and Austria.

# YEAR IN REVIEW

## STRATEGIC PRIORITY 3

Strengthening civil society's ability to influence the policies and practices of governments, international institutions and the private sector.

We continued to provide regular analysis and dissemination of lessons drawn from civil society engagement with governments, international institutions and the private sector, and contributed to the establishment of networks and other mechanisms for civil society to engage with a variety of stakeholders. Activities contributing to this strategic objective relate directly to ensuring civil society effectiveness in global debates and decision-making processes.

### ENABLING ENVIRONMENT FOR CIVIL SOCIETY

CIVICUS has been at the forefront of efforts to understand the state of civil society and draw attention to threats faced by civil society around the world. In recent years, there has been a growing recognition of the role of the enabling environment in strengthening development effectiveness and democracy. It is within this context that we worked to develop a new understanding of the enabling environment as well as new tools for assessment.

The 2013 State of Civil Society Report was published in April 2013 and serves as a focal point for advocacy on the enabling environment agenda. The report explores issues of the enabling environment through 31 external civil society perspectives and 16 country profiles. The CIVICUS Enabling Environment Index (EEI) was adopted as a primary measure and input for monitoring Busan commitments on the enabling environment for civil society (Indicator 2). We launched the draft EEI and held several months of multi-stakeholder online and offline consultations on its design and methodology. In 2013, we will publish a discussion paper and revised composite index made up of secondary statistical data sources, ranking 109 countries on the socio-economic, socio-cultural and governance factors that affect civic space.

### CIVICUS WORLD ASSEMBLY

Co-hosted by CIVICUS and the Institut du Nouveau Monde, the 2012 CIVICUS World and Youth Assemblies were the last editions of a 3 year cycle in Montreal, Canada. They gathered 641 participants from 100 countries from 3-7 September 2012. Under the overarching World Assembly theme of 'Acting together for a just world', the 2012 annual focus was on "Defining a new social contract – making the future together". Three projects were awarded the 2012 Nelson Mandela - Graça Machel Innovation Awards. The winning projects each received a US\$5,000 grant courtesy of the Inter-American Foundation.

### 2012 CIVICUS WORLD ASSEMBLY PARTICIPANTS:

According to a satisfaction survey, 93% of participants were generally satisfied or very satisfied with the event; 74% of respondents plan to apply their new knowledge to improve their organisation's operations, 86% believe the event helped their collaborations with existing partners and creating new partnerships, 80% claim that their participation reinforced their capacity and confidence to influence public debates and decision-makers, and 85% of representatives of governments, donors and the private sector reported increased understanding of the role and importance of cooperating with governments, donors and the private sector

# YEAR IN REVIEW

## STRATEGIC PRIORITY 3

### CIVIL SOCIETY SPACE

CIVICUS dedicated considerable energy to follow-up on the 4th High Level Forum on Aid Effectiveness in Busan in November 2011. We joined forces with the International Center for Not-for-Profit Law (ICNL), ARTICLE 19 and the World Movement for Democracy for the Civic Space Initiative project which aims to protect and expand civic space by raising awareness about civil society space and fostering an enabling legal environment for CSOs. In response to the emerging post-Busan architecture, CIVICUS and other CSO partners around the world worked together to establish a new global CSO Partnership for Development Effectiveness (CPDE). We will carry-out the Communication functions of the Secretariat, as well as co-lead the Enabling Environment and Development Effectiveness Working Groups.

### PARTICIPATORY GOVERNANCE

The CIVICUS Participatory Governance (PG) Project seeks to contribute to inclusive governance processes with a combined focus on capacity-building, networking and knowledge sharing among participatory governance practitioners in the South. During the period under review, we enhanced the capacity of representatives of civil society and government which enabled local authorities to include citizens and women in decision making councils and processes. These capacity building exercises were facilitated through workshops and consultations held in the Pacific region. The outcomes of these engagements were captured in community journals which have now been used to develop a resource guide on inclusive participatory processes in the Pacific.

### NEW SOCIAL CONTRACT

Many of CIVICUS' members and other stakeholders report multiple difficulties in their attempts to interact with and influence multilateral institutions and many report increasing restrictions from governments and other forces. At the same time the world has seen the emergence of a new wave of protest movements and citizen action. In response to all of these dynamics, CIVICUS is interested in how different forces and actors can come together to develop a new 'social contract'. To this end, a pilot consultation, entitled 'The World We Want 2015: Defining a New Social Contract' was held at the CIVICUS World Assembly. We also supported local dialogues amongst stakeholders that typically do not engage with each other: (a) to provide innovative ways of finding solutions to common challenges and (b) to explore new partnerships involving government, the private sector and the scientific community amongst others. Thus far dialogues have been held in Kenya, Nigeria, Ecuador, Cape Verde and Uganda and there are plans to hold up to 8 more in 2013-2014.

### POST-RIO TO POST-2015

While emphasising the importance of achieving the Millennium Development Goals (MDGs) by 2015, CIVICUS supports the convergence of the SDGs and post-2015 Development Agenda frameworks, to arrive at an integrated set of international goals focused on sustainable development and poverty eradication. We carried out national consultations in 14 countries to validate and enhance national reports, coordinated a number of global meetings on the MDGs and post-2015 agenda, participated in the Global Thematic Consultation on Governance and Post-2015 Development, produced and disseminated media statements on the need to place governance and human rights at the centre of the post-2015 development agenda and published a series of interviews on the post Rio+20 and post-2015 processes.





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**2013 AND BEYOND  
NEW PRIORITIES**

# 2013 AND BEYOND:

## NEW PRIORITIES

During 2012, we ran an extensive consultative process to shape new strategic priorities for the alliance between 2013 and 2017. After 22 consultations and survey responses from 502 participants the CIVICUS Board of Directors, responsible for setting the organisation's strategy, authored a new document setting out priorities for the coming five years. These are:

### STRATEGIC PRIORITY 1:

**Influence.** We want to ensure that civil society is taken seriously and is able to have a stronger influence on the making of decisions that matter to people's lives.

### STRATEGIC PRIORITY 2:

**Connect.** We want to connect the different sources and forces of citizen action so that citizen action as a whole becomes more robust and effective.

### STRATEGIC PRIORITY 3:

**Enable.** We want to promote better conditions for civil society to do its work, and to enhance and protect optimal standards for all civil society.

#### Principles:

CIVICUS' Strategic Priorities are based on six core principles about the way in which we will work:

- Working as an alliance in everything we do
- Working as a network with multiple hubs and connections
- Taking a rights-based approach to citizen participation
- Working in partnership with others
- Connecting the local with the global
- Measuring and demonstrating impact

The full Strategic Priorities document also sets out a vision of the types of activities which CIVICUS will undertake over the next five years, as well as what success might look like for each Strategic Priority.

### 2013-2017 Organisational Plan

In February 2013, CIVICUS' leadership transitioned from Acting Secretary-General Katsuji Imata to current Secretary-General Dr. Dhananjayan "Danny" Sriskandarajah. Thanks to a strong management team and solid Board of Directors, the transition was carried out without interrupting planned activities or affecting the organisation's ability to deliver on its strategic objectives.

Under the new Secretary-General's guidance, CIVICUS used the first half of 2013 to develop a plan to operationalise our new strategic priorities. The resulting 2013-2017 Operational Plan focuses on five main objectives:

- To protect fundamental civil society rights in countries where they are threatened
- To promote citizen participation and a vibrant civic space, especially among marginalised groups and in countries where CIVICUS can make most impact
- To democratise the international arena so that civil society can play a meaningful part in global governance processes
- To connect civil society actors across the world in creative and effective ways to generate change
- To generate and communicate knowledge and analysis about the state of civil society and emerging trends

# OUR SUPPORTERS

Thanks to our supporters, over the past twenty years CIVICUS has grown from a small group of concerned citizens into the world's leading network dedicated to strengthening civil society and citizen action.

## Supporters

Australian Agency for International Development (AusAID)	National Council for Voluntary Organisations
Canadian International Development Agency (CIDA)	Nduna Foundation
Charles Stewart Mott Foundation	Norwegian Agency for Development Cooperation (Norad)
Christian Aid	Open Development Institute
Commonwealth Foundation	Open Society Foundation for South Africa
Ministry of Foreign Affairs Denmark (Danida)	Open Society Institute of West Africa
European Commission	Oxfam Great Britain
Ford Foundation	Oxfam Novib
Freedom House	PSO
IBIS	Swedish International Development Cooperation Agency (Sida)
Ibon Foundation	Taiwan Foundation for Democracy
Irish Aid	United Nations Development Program

## Global partners

Affinity Group of National Associations	Multi-stakeholder Task Team for CSO Development Effectiveness & Enabling Environment
Beyond 2015	UN Department of Public Information
Community of Democracy	UN Development Cooperation Forum
CSO Partnership for Development Effectiveness	UN Development Programme
Conference of NGOs in Consultative Relationship with the United Nations	UN Economic and Social Council
Every Human Has Rights	World Economic Forum
Global Call to Action against Poverty	Worldwide Initiatives for Grantmaker Support
INGO Accountability Charter	



# OUR MEMBERS

Our strength lies in our members. CIVICUS continues to grow and we currently have 150 organisational and individual members who determine CIVICUS' strategic priorities and its governing body. In addition, we have 1,120 members, both organisations and individuals, who believe in our cause and provide solidarity in our work.

CIVICUS membership spans sectoral, thematic and geographic divides, and we now have members in over 120 countries around the world.

## Countries with CIVICUS members:

Afghanistan	Canada	Germany	Liberia	Peru	Thailand
Algeria	Chile	Ghana	Macedonia	Philippines	Togo
Angola	China	Haiti	Madagascar	Poland	Tonga
Argentina	Colombia	Honduras	Malawi	Romania	Tunisia
Armenia	Democratic Republic of Congo	Hong Kong	Malaysia	Russian Federation	Turkey
Australia	Croatia	Hungary	Maldives	Rwanda	Uganda
Austria	Cyprus	India	Mali	Saudi Arabia	United Arab Emirates
Azerbaijan	Czech Republic	Indonesia	Mauritius	Senegal	United Kingdom
Bangladesh	Denmark	Iran	Mexico	Serbia	United Kingdom
Barbados	Djibouti	Ireland	Montenegro	Sierra Leone	United States
Belarus	Dominican Republic	Israel	Morocco	Slovenia	Uruguay
Belgium	Ecuador	Italy	Mozambique	Solomon Islands	Venezuela
Benin	Egypt	Jamaica	Namibia	Somalia	Yemen
Bhutan	El Salvador	Japan	Nepal	South Africa	Zambia
Botswana	Estonia	Jordan	Netherlands	Spain	Zimbabwe
Brazil	Ethiopia	Kazakhstan	New Zealand	Sri Lanka	
Bulgaria	Fiji	Kenya	Niger	Sudan	
Burkina Faso	Finland	Republic of Korea	Nigeria	Swaziland	
Burundi	France	Kyrgyzstan	Norway	Sweden	
Côte d'Ivoire	Gambia	Latvia	Oman	Switzerland	
Cambodia	Georgia	Lebanon	Pakistan	Taiwan	
Cameroon		Lesotho	Occupied Palestinian Territory	Tanzania	



Figure: Map of Members



5

**BOARD OF DIRECTORS**



# BOARD OF DIRECTORS



Amsale Maryam  
**Jamaica**



Anselmo Lee  
**Korea**



Antonella Valmorbida  
**Italy**



David Bonbright  
**United Kingdom**



Debbie Kaddu-Serwadda  
**Uganda**



Felicano Reyna  
**Venezuela**



Henri Rouillé d'Orfeuil  
**France**



Maja Daruwala  
**India**



Marta Cumbi  
**Mozambique**



# BOARD OF DIRECTORS



Nabila Hamza  
Jordan



Nyaradzayi Gumbonzvanda  
Switzerland



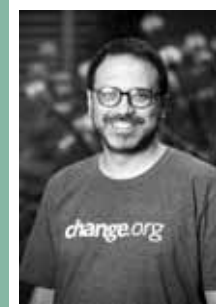
Rajiv Joshi  
United Kingdom



Rasma Pipike  
Latvia



Samuel Worthington  
USA



Uygur Ozesmi  
Turkey



6

**FINANCIAL  
STATEMENTS**

# FINANCIAL STATEMENTS

## Approval of Financial Statements

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Statement of cash flows	5
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### APPROVAL OF FINANCIAL STATEMENTS

The financial statements set out on pages 2 to 23 have been approved by the Board of Directors and are hereby signed on on their behalf by :-

  
\_\_\_\_\_  
Danny Sriskandarajah

  
\_\_\_\_\_  
David Bonbright

# FINANCIAL STATEMENTS

Aggregated Statement Of Financial Position At 30 June 2013

	6 MONTHS TO 30/06/2013				12 MONTHS TO 31/12/2012			
	JHB	GOLDENSPOT	WASHINGTON	TOTAL	JHB	GOLDENSPOT	WASHINGTON	TOTAL
<b>ASSETS</b>	557 589	57 667	667 562	1 282 827	597 757	83 351	311 419	992 527
Non - current assets	240 818	56 147	1 229	298 194	248 466	81 581	1 478	331 525
Land & Buildings	-	255 591	-	255 591	-	298 728	-	298 728
Equipment	30 915	10 459	1 229	42 603	19 137	12 182	1 478	32 797
Loan to Property Company	209 903	-209 903	-	-	229 329	-229 329	-	-
Current assets	316 780	1 520	686 333	984 633	349 291	1 770	309 941	661 002
Accounts receivable	18 835	1 520	270 880	291 235	11 757	1 770	238 859	252 386
Accrued income	-	-	46 246	46 246	-	-	-	-
Inter Office Loan Account	-37 355	-	37 355	-	15 682	-	(15 682)	-
Cash & Cash Equivalents	335 300	-	311 852	647 152	321 852	-	86 764	408 616
<b>TOTAL ASSETS</b>	557 598	57 667	667 562	1 282 827	597 757	83 351	311 419	992 627
<b>RESERVES &amp; LIABILITIES</b>	557 598	57 667	667 562	1 282 827	597 757	83 351	311 419	992 527
Reserves	388 691	56 639	77 824	523 154	221 641	81 416	-31 741	271 316
Unrestricted funds	578 261	(128 152)	77 824	527 933	356 062	-120 538	-31 741	203 783
Share Capital	-	15	-	15	-	15	-	15
Revaluation Surplus	-	154 441	-	154 441	-	241 251	-	241 251
Foreign Currency Translation Reserve	-189 570	30 335	-	-159 235	-134 421	-39 312	-	(173 733)
Current liabilities	168 907	1 028	589 738	759 673	376 116	1 935	343 160	721 211
Accounts payable	124 000	1 028	48 426	173 454	82 448	1 935	17 149	101 532
Deferred income	8 061	-	541 312	549 373	253 542	-	326 011	579 553
Loan Payable	-	-	-	-	-	-	-	-
Provision for Leave Pay	38 846	-	-	36 846	40 126	-	-	40 126
<b>TOTAL RESERVES &amp; LIABILITIES</b>	557 598	57 667	667 562	1 282 827	597 757	83 351	311 419	992 527

\*CURRENCY = \$



# FINANCIAL STATEMENTS

Aggregated Statement Of Comprehensive Income (For The Period 01/01/2013 - 30/06/2013)

	6 MONTHS TO 30/06/2013				12 MONTHS TO 31/12/2012			
	JHB	GOLDENSPOT	WASHINGTON	TOTAL	JHB	GOLDENSPOT	WASHINGTON	TOTAL
Income	1 108 348	19 971	851 812	1 980 131	1 780 429	19 971	1 204 307	3 034 868
Grants and Donations	414 575	-	1 519 024	1 933 599	798 884	-	2 013 991	2 812 876
Consulting income	163	-	-	163	14 044	-	330	14 374
Allocations	582 985	-	-682 985	-	870 000	-	-870 000	-
Bursaries - World Assembly	-	-	-	-	-	-	23 278	23 278
Membership dues	522	-	5 398	5 920	2 103	-	21 703	23 806
Rent Received	-	19 971	-	19 971	-	50 132	-	50 132
Other Income	5 879	-	10 375	16 254	90 793	-	14 959	105 752
Interest Received	4 224	-	-	4 224	4 605	-	46	4 651
Expenditure	886 149	34 200	742 247	1 662 596	1 686 092	82 847	1 295 132	3 064 071
Assets expensed directly	-	-	-	-	-	-	-	-
Communications	34 527	-	33 987	68 505	31 901	-	40 408	71 309
Depreciation	4 303	7 850	248	12 401	7 759	17 721	393	25 873
Financial Changes	2 288	-	8 811	11 099	40 669	-	22 972	63 641
Governance/Oversight	4 686	-	27 886	32 572	20 595	-	35 891	56 486
Hire, Lease and Maintenance of Equipment	10 609	341	334	11 284	26 394	776	225	27 395
Occupancy	14 927	26 009	7 646	48 582	35 602	62 518	17 875	115 995
Office Supplies and Services	7 160	-	953	8 113	13 635	-	14 237	27 872
Offsite Staff Salaries & Allowances	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-
Partner Travel, Conferences & Meetings	50 077	-	8 524	58 601	17 250	-	55 218	72 468
Professional Services	36 613	-	157 438	194 051	63 137	1832	185 377	250 346
Programme Development	-	-	-	-	-	-	-	-
Recruitment Costs	25 638	-	2 447	28 085	36 007	-	26 908	62 915
Staff Salaries & Allowances	666 880	-	214 747	881 627	1 251 605	-	558 942	1 810 547
Staff Travel Costs	28 441	-	33 983	62 424	97 432	-	68 412	165 844
Sub - Grants	-	-	245 525	245 252	-	-	96 647	96 647
World Assembly	-	-	-	-	44 106	-	171 627	215 733
<b>SURPLUS (DEFICIT) FOR THE YEAR</b>	<b>222 199</b>	<b>-14 229</b>	<b>109 565</b>	<b>317 535</b>	<b>94 337</b>	<b>-32 715</b>	<b>-90 825</b>	<b>-29 203</b>
TAXATION	-	-	-	-	-	-	-	-
<b>SURPLUS (DEFICIT) FOR THE YEAR AFTER TAX</b>	<b>222 199</b>	<b>-14 229</b>	<b>109 565</b>	<b>317 535</b>	<b>94 337</b>	<b>-32 715</b>	<b>-90 825</b>	<b>-29 203</b>

\*CURRENCY = \$

# FINANCIAL STATEMENTS

Aggregated Statement Of Changes In Reserves For The Period 01/01/2013 - 30/06/2013

\*CURRENCY = \$

	BALANCE AT 31/12/2011	NET SURPLUS DEFICIT FOR THE YEAR	REVALUATION OF BUILDINGS	ADJUSTMENT DUE TO FORIEGN TRANSLATION	BALANCE AT 31/12/2012
<b>RSA</b>					
Restricted Fund	-	-	-	-	-
Unrestricted Fund	261 725	94 337	-	-	356 062
Foreign Translation Reserve	-122 336	-	-	-12 085	-134 421
<b>GOLDEN SPOT</b>					
Unrestricted Fund	-95 249	-32 715	7 426	-	-120 538
Revaluation Surplus	248 677	-	-7 426	-	241 251
Foreign Translation Reserve	-35 426	-	-	-3 886	-39 312
<b>US</b>					
Restricted Fund	-	-	-	-	-
Unrestricted Fund	59 084	-90 825	-	-	-31 741
<b>Total</b>	<b>316 475</b>	<b>-29 203</b>	<b>-</b>	<b>-15 971</b>	<b>271 301</b>

\*CURRENCY = \$

	BALANCE AT 31/12/2012	NET SURPLUS DEFICIT FOR THE PERIOD	REVALUATION OF BUILDINGS	ADJUSTMENT DUE TO FORIEGN TRANSLATION	BALANCE AT 30/06/2013
<b>RSA</b>					
Restricted Fund	-	-	-	-	-
Unrestricted Fund	356 062	222 199	-	-	578 261
Foreign Translation Reserve	-134 421	-	-	-55 149	-189 570
<b>GOLDEN SPOT</b>					
Unrestricted Fund	-120 538	-14 229	6 615	-	128 152
Revaluation Surplus	241 251	-	-6 615	80 195	154 441
Foreign Translation Reserve	-39 312	-	-	69 647	30 335
<b>US</b>					
Restricted Fund	-	-	-	-	-
Unrestricted Fund	-31 741	109565	-	-	77 824
<b>Total</b>	<b>271 301</b>	<b>317 535</b>	<b>-</b>	<b>65697</b>	<b>523139</b>

# FINANCIAL STATEMENTS

Aggregated Statement Of Cash Flow For The Period 01/01/2013 - 30/06/2013

	6 MONTHS TO 30/06/2013				12 MONTHS TO 31/12/2012			
	JHB	GOLDENSPOT	US	TOTAL	JHB	GOLDENSPOT	US	TOTAL
<b>Cash Flow from Operating Activities</b>								
Cash Received from Funders and Tentants	851 655	20 221	988 846	1 860 632	1 793 991	48 362	1 251 517	3 093 870
Cash paid to Programmes, Suppliers & Employees	-898 723	-37 805	-710 721	-1 647 249	-1 737 702	-70 972	-1 316 067	-3 124 741
Cash (Utilised in)/Generated by Operations	-47 158	-17 584	278 125	213 383	56 289	-22 610	-64 550	-30 871
Interest Received	4 224	-	-	4 224	4 605	-	46	4 651
Interest Paid	-	-	-	-	-	-	-	-
Taxation Paid	-	-	-	-	-	-	-	-
Net Cash (Outflow) Inflow from Operating Services	-42 934	-17 584	278 125	217 607	60 894	-22 610	-64 504	-26 220
<b>Cash Flow (utilised in) Investing Activities</b>								
Aquisition of Equipment	-16081	-6 785	-	-22 866	-15 690	-	-562	-16 252
Devaluation of PPE due to Forex Changes	-	43 795	-	43 795	-	-1 083	-	-1 083
Cash (Utilised in)/Generated by Financing Activities	72 463	-19 426	-53 037	-	-38 932	23 693	-134 174	-149 413
Loan Receivable - Property Company	19 426	-19 426	-	-	-23 693	23 693	-	-
Loan Payable	-	-	-	-	-	-	-149 413	-149 413
Inter Office Loan Account	53 037	-	-53 037	-	-15 239	-	-15 239	-
Net (Decrease)/Increase in Cash & Cash Investments	13 448	-	225 088	238 536	6 272	-	-199 240	-192 968
Cash & Cash Equivalents at Beginning of year	321 852	-	86 764	408 616	315 580	-	286 004	601 584
Cash & Cash Equivalents at End of year	335 300	-	311 852	647 152	321 852	-	86 764	408 616

\*CURRENCY = \$

# CIVICUS

## 2012–2013 ANNUAL REPORT

CIVICUS: World Alliance for Citizen Participation is an international network of civil society organisations and activists working to strengthen citizen action and civil society throughout the world.

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