# **Interim Reporting Framework INGO Accountability Charter**

#### 1. Profile of the Organisation

Name of the organisation	Transparency International Secretariat
Name and title of Board Chair	Huguette Labelle, Ms ,Chair of the Board of Transparency International
Name and title of CEO	Cobus de Swardt, Mr, Managing Director
Vision	A world in which government, politics, business, civil society and the daily lives of people are free of corruption.
Mission	Our <b>mission</b> is to work to create change towards a world free of corruption.
Values	<ul> <li>Transparency</li> <li>Accountability</li> <li>Integrity</li> <li>Solidarity</li> <li>Courage</li> <li>Justice</li> <li>Democracy</li> </ul>
Primary brands	Transparency International
Major programmes	Access to information, Advocacy and legal advice centres, Corruption in the Water sector, Education, Health, Humanitarian Assistance and Judiciary
Core activities	Corruption in politics, corruption in public contracting, corruption in the private sector, international anti-corruption conventions and poverty and development

Ownership and legal form	"Transparency International e.V." ( Registered as a Society)
Operational structure Including roles and responsibilities of global and national entities	Annual Membership Meeting  Advisory  Council  Appoints  Supports  Advisory  Council  Appoints  A
Location and address of global headquarters/ secretariat	Alt Moabit 96, 10559 Berlin Germany
Number of countries where the organisation operates Please attach list of all countries where you operate	102 countries
Number of employees	114 employees

<u>Finance</u>	2006	2007	2008
Income from			
- Individual donations	37,984	47,144	46,387
- Foundations	380,689	557,569	804,581
- Governments	6,051,420	7,572,535	7,188,377
- International Organisations	1,106,426	359,089	101,924
UN, EU, World Bank etc.			
- Business	600,952	241,629	1,087,530
- Others - <u>please specify</u>	392,612	801,650	1,229,398
TOTAL INCOME	8,570,083	9,579,616	10,458,197
<b>Total income by country -</b> for countries/regions that make up 5			
percent or more of total income			
Please list countries and provide total income for each one			
EUROPE AND CENTRAL ASIA			
Denmark	521,973	690,663	
Finland	873,461	090,003	
Germany	1,189,555	1,273,453	912,724
Ireland	1,103,333	1,270,430	503,849
Netherlands	798,950	797,729	793,000
Norway	501,319	468,154	520,348
Sweden	301,010	400,104	1,438,910
Switzerland	616,775	599,360	536,887
United Kingdom	947,647	2,131,286	1,967,628
European Commission	900,527	_,,	1,001,020
AMERICAS			
Canada	547,259	492,255	
United States of America			930,818
ASIA AND THE PACIFIC			
Australia			540,167

Expenditure for			
<ul> <li>Programmes and activities directly addressing the organisation's purpose</li> </ul>	6,525,681	7,383,252	7,967,894
- Fundraising	224,088	306,784	287,062
- Administration	928,503	1,056,157	1,270,044
- Others - please specify	63,193	232,444	688,275
TOTAL EXPENDITURE	7,741,465	8,978,637	10,213,275
<b>Total expenditure by country -</b> for countries/regions that make up 5 percent or more of total expenditure  Please list countries and provide total expenditure for each one			
Reserves: Net surplus	828,618	600,979	244,922
Significant changes during the reporting period regarding size, structure, or ownership of both liquid and property reserves			
<ul> <li>including</li> <li>the location of operations, including opening of new offices, starting new major activities, and closings</li> <li>legal status or ownership</li> <li>global structure and governance</li> </ul>	Acquired ownership of 10% of the Berlin Civil Society Center in December 2009		

### 2. Compliance with the principles of the INGO Accountability Charter

#### **Respect for Universal Declaration of Human Rights**

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 Declaration of Human Rights	The organisation's statutes and key programmatic documents.	Partially	TI's Guiding Principles explicitly embrace Human Rights and key documents are in the spirit of the Universal Declaration, but still need to make an explicit reference to the Universal Declaration of Human Rights
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 Declaration of Human Rights and that it has resolved any formal written complaints (formal written complaints: either in email or letter through mail or in person with contactable complainant's correspondence. All formal complaints to be acknowledged within 1 month of receipt and complaints resolved within 6 months of receipt) it may have received concerning its alleged breach of these Principles.  The Organisation has a Board authorised system to deal with complaints.	o Fully	

### Independence

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
3	<ul> <li>Organisation receives less than 50% from one single source;</li> <li>Organisation is not owned/controlled by government, political party or business</li> </ul>	Documentation on - ownership and - income	o Fully	
	-			

## **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 - in line with its mission and strategy - accurate and - conform with applicable national law	The organisation's written advocacy policies  - describe the criteria or circumstances in which it will involve itself;  - define the process for adopting and implementing its positions, involving partners, experts and other parties as appropriate;  - contain due diligence provisions and sign off procedures ensuring	o Fully	

		legal compliance and avoiding unfair or irresponsible public criticism and undue harm to third parties.		
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.  The Organisation has a Board authorised system to deal with complaints.	o Fully	

### **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.	o Fully	
7	The organisation's	The organisation's written programme		

	programmes aim for sustainable development.	strategy, evaluations of terminated and ongoing programmes and other relevant documents provide evidence that the organisation's programmes - are based on the potential of local resources to sustain the activity - contribute to further strengthening sustainability at local level and - do not create or increase dependence on external support.	0	Partially	Part of the organisational development and capacity building of national chapters. Sustainability of local capacities could be stated more explicitly.
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  - 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.	0	Fully	
9	Funds raised for specific programmes reach the people or cause in whose name they were raised.  The organisation's	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.  The organisation confirms for the	0	Fully	

practice fully complies with	reporting period that it has not been in	<ul><li>Fully</li></ul>	
its policies.	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.		
	The Organisation has a Board		
	authorised system to deal with		
	complaints.		

#### **Non-Discrimination**

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
11	The organisation promotes diversity, gender equity and balance, impartiality and non-discrimination in all activities, both internal and external.	<ul> <li>The organisation's written non-discrimination policy affirming its commitment to gender equity, to non-discrimination for sexual orientation, to ethnic and racial diversity, to the inclusion of people with disabilities at staff and board levels;</li> <li>The organization's plans and operations which fully reflect the non-discrimination policy;</li> <li>The organisation's most recent personnel orientations, trainings and instructional material addressing non-discrimination.</li> </ul>	o Fully	•
12	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	o Fully	

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. The Organisation has a Board authorised system to deal with	
complaints.	

### Transparency

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
13	The organisation is open, transparent and honest about its structures, mission, policies and activities.	<ul> <li>The organisation's reports which adhere to generally accepted standards of technical accuracy and honesty in presenting and interpreting data and research;</li> <li>The organisation complies with relevant governance, financial accounting and reporting requirements in the countries where it is based and operates.</li> </ul>	o Fully	
14	The organisation reports publicly at least once a year about its activities and achievements.	<ul> <li>The organisation's annual report which contains:</li> <li>Mission and values;</li> <li>Objectives and outcomes achieved in programme and advocacy;</li> <li>Environmental impact;</li> <li>Human rights impact;</li> <li>Governance structure and processes, and main office bearers;</li> </ul>	o Partial	Plans to release in 2010 accountability report that ensures compliance with all criteria the above.

		<ul> <li>Main sources of funding from corporations, foundations, governments, and individuals;</li> <li>Financial performance;</li> <li>Compliance with the INGO Accountability Charter and</li> <li>Contact details.</li> </ul>			
15	The organisation's annual financial report will conform to relevant laws and practices and be audited by a qualified independent public accountant whose statement will accompany the report.	Independently audited annual accounts	0	Fully	
16	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. The Organisation has a Board authorised system to deal with complaints.	0	Fully	

#### **Good Governance**

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
17	The organisation has a governing body which has responsibility for the oversight of all aspects of the organisation.	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.  These documents also state that the	o Fully	•
		governing body - selects, supervises and evaluates the chief executive, - oversees programme and budgetary matters - 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.		
		Documentation on the activities of the governing body shows that all the above tasks have been undertaken thoroughly and successfully.		
18	The work of the organisation's governing	The organisation's bylaws, terms of reference for the governing body, and	o Fully	Board evaluation
	body takes place in a	relevant policies and procedures	Unit	mechanisms is being test-

	clearly defined framework of rules and procedures covering the appointment, responsibilities and terms of members of the governing body.	<ul> <li>identify required qualifications and expertise of the members of the governing body and the mix of skills across the group</li> <li>specify the frequency of meetings of the governing body,</li> <li>specify adequate attendance by directors (at least a majority of directors on average), and</li> <li>lay down voting requirements</li> <li>provide a process for evaluating the governance body's own performance.</li> <li>Records of the meetings provide evidence that meetings were held and which decisions were taken.</li> <li>A regular general meeting takes place with authority to appoint and replace members of the governing body.</li> </ul>		run.
19	The organisation tries to prevent and, if they occur, actively manages conflicts of interest.	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:  - 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	o Fully	

		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.		
20	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 resolved any formal written complaints it may have received concerning its governance system or members of its governing body.  The Organisation has a Board authorised system to deal with complaints.	o Yes	

### **Ethical Fundraising**

ice	Compliance	Action Plan if not/not fully in Compliance
ganisation's written policy for ng or refusing certain ons and subsidies clearly states sources of funding are not able to the organisation for reasons.	o Fully	
ganisation's written policy	Doublelly	All of TI's fundraising and donor information materials
•	ganisation's written policy is donors' rights	, , , ,

	donors.	<ul> <li>to be informed about causes for which the organisation is fundraising;</li> <li>to be informed about how their donation is being used;</li> <li>to have their names deleted from mailing lists;</li> <li>to be informed of the status and authority of fundraisers and</li> <li>to anonymity except in cases where the size of their donation is such that it might be relevant to the organisation's independence and</li> <li>that donations accepted for a specific purpose, are used for that purpose.</li> <li>The organisation's fundraising and donor information materials and donor communication are complying with donors' rights.</li> </ul>		and donor communication are complying with donors' rights.  TI receives 99.5% of its income from institutional donors with whom formal contracts are agreed upon. These satisfy and typically go beyond the requirements as listed in confirming donor rights.  TI's present Donations Policy reflects its income structure and is therefore focussed mainly on risk mitigation. As we broaden our income base, new policy tools are being developed in order to address such imperatives.
23	In raising funds, the organisation accurately describes its activities and needs. It uses donations in line with the information and assurances given to the donor.	The organisation's fundraising materials and communication - 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;	o Fully	

24	The organisation records and publishes details of all major institutional gifts and gifts-in-kind clearly describing the valuation and auditing methods used.	<ul> <li>show how organisation will handle any shortfall or excess of income raised for a specific project.</li> <li>The organisation's donor information materials and communication provide detailed documentation on the use of donations.</li> <li>Follow-up with donors about clarity and quality of materials sent to them shows that the organisation's intended message is accurately getting through.</li> <li>The organisation's written gifts-in-kind policy</li> <li>states under which conditions and for which purposes gifts-in-kind are being accepted;</li> <li>provides clear parameters for valuation and auditing of gifts-in-kind.</li> <li>The organisation's documentation of all major institutional gifts and gifts-in-kind is complete and up-to-date.</li> </ul>	o Partially	The organisation's documentation of all major institutional gifts and gifts-in-kind is complete and upto-date. Gifts-in-kind are governed by TI-S Donation Policy but with no explicit provisions on valuation and auditing. In practice, TI is subject to the relevant German laws, rules and regulations followed by its independent financial auditors. Law.
25	The organisation ensures that donations sought indirectly, such as through third parties, are solicited and received in full	The organisation's policy for the use of agents or other third parties for fundraising purposes states - that contracts between the organisation and a third party will	Not applicable	TI does not employ or commission third parties for its fundraising.

	conformity with its own practices.	be in writing and that these contracts will oblige the third party to comply fully with the organisation's fundraising policy and ethical standards.		
26	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 received concerning its own or its agents' fundraising materials and practice.  The Organisation has a Board authorised system to deal with complaints.	o Fully	

# **Professional Management**

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
27	The organisation's management is professional and effective and the organisation's policies and procedures seek to promote excellence in all respects.	The organisation's written management terms and conditions, policies and procedures contain - 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	o Fully	

		<ul> <li>an appraisal system with the CEO being appraised by the governing body.</li> </ul>			
		The organisation's strategy and key policies lay down clear objectives and criteria defining excellence.			
28	Financial management and control ensure that all funds are effectively used and minimise the risk of	The organisation operates according to a budget approved by its governing body.	0	Fully	
	funds being misused.	The organisation exercises adequate internal controls over disbursements to avoid unauthorised payments, prohibiting any un-auditable transactions or loans to members of its governing body or staff.			
		The organisation's annual, audited financial statements - are produced by a certified public accountant:			
		<ul> <li>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;</li> <li>comply with nationally accepted accounting standards and legal</li> </ul>			
20	The examination has	requirements.			
29	The organisation has evaluation procedures for its governing body, staff, programmes and projects	The organisation incorporates appropriate monitoring and evaluation practices in all relevant policies and systems establishing mutual	0	Partially	Evaluations are done but not systematically in all areas mentioned.
	programmes and projects	Systems Establishing mutual			aitas ilitilliolitu.

	and conducts monitoring and evaluation on the basis of mutual accountability.	accountability as part of its culture.  The organisation conducts regular and deliberate evaluative activities to examine progress towards its goals and mission; and applies in its budget and work plans adequate financial and human resources for monitoring and evaluation.		A detailed Monitoring and Evaluation System is being developed.
30	The organisation ensures that its partners meet the highest standards of probity and accountability.	In its policies guiding the selection of and cooperation with partners the organisation  - 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	o Fully	
		individuals involved in illegal or unethical practice.		
31	The organisation recognises the crucial role the quality and dedication of its staff play in the success of its work and is committed to investing in human resource development.	The organisation's written human resources policies and procedures - 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	o Partially	Volunteer rights Provisions need to be spelt out more explicitly in 2010.

33	The organisation takes all required provisions to exclude corruption and bribery from its work.  The organisation respects sexual integrity in all its programmes and activities, and prohibits gender harassment, sexual exploitation and discrimination.	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.  The organisation's relevant policies  - 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.  The organisation's relevant policies contain appropriate provisions  - preventing sexual exploitation, abuse;  - ensuring gender equality;  - preventing discrimination in all its forms;  - fostering ethnic and racial diversity.	<ul><li>Fully</li><li>Partially</li></ul>	TI-S policies do provide for respect sexual integrity in all its programmes and activities, and prohibits gender harassment, sexual exploitation and discrimination. While it prevents discrimination, it does not actively seek diversity on the basis of specific quotas for staff
34	The organisation provides	The organisation's written whistle-		recruitment.
	internal feed-back mechanisms making sure that the organisation consistently stays within its ethical and legal	blowing policy enables and encourages staff to draw management's attention to activities that may not comply with the law or the organisation's mission and	o Fully	

	framework and follows its mission.	commitments, including the provisions of the INGO Accountability Charter.			
35	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.  The Organisation has a Board authorised system to deal with complaints.	0	Fully	

Date....2 March 2010.....

Huguette Labelle Chair of the Board

Cabilis de Swardt Managing Director