

## Improvement Analysis Transparency International *March 2015*

### Organisation-wide definition of accountability (1.1)

Accountability is not about compliance – it is a leadership tool to help achieve what we ultimately want to be accountable for. From TI-S’ last report it is not entirely clear how strong accountability helps the organisation to achieve better impact. Please describe the strategic relevance of accountability to advancing TI-S’ mission and how that translates into clear consequences for the organisation’s strategy, programming, fundraising, communications, risk management etc.

#### Actions taken

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### Feedback and Complaints Handling (NGO2)

TI-S’ main weakness is a missing feedback and complaints handling mechanism – the only minimum standard for Charter membership so far. A strong commitment to accountability is only credible if people have easy access to hold an organisation to account and if people are actively invited to provide feedback and this informs management decision for improvement. It is acknowledged that the organisation plans to develop more visible feedback channels, as well as to evaluate these feedbacks more systematically, but the Panel would like to understand the reasons why this mechanism has not yet been implemented. TI-S and the National Chapters can find examples for well managed complaints and feedback mechanisms on the Charter website in the [Good Practice database](#).

#### Actions taken

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### Broadening the scope of diversity (NGO4)

TI-S has commendable gender mainstreaming mechanisms in place. Whereas it is positively noted that Transparency, as a follow up from the Panel’s previous feedback, now has an inclusive definition of marginalised and vulnerable people in relation to the fight against corruption, it is still unclear if the newly developed Gender and Diversity policy includes diversity factors such as disabilities, ethnic minorities, age or religious background and how it is followed up in practice.

#### Actions taken

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### Advocacy positions and public awareness campaigns (NGO5)

Very good information is again provided on clear and inclusive tools and processes to choose, formulate and disseminate public advocacy positions. The Panel looks forward to seeing evidence how this is even further improved through the information coming in through newly established feedback mechanisms (NGO2). Moreover, as mentioned in the Panel’s previous feedback letters, more information would be welcome on the instruments in place for corrective action, where this becomes necessary, and the exit strategy for campaigns.

#### Actions taken

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### **Environmental Management System (EN18)**

Transparency International comments on the Panel's previous recommendation to implement an explicit Environmental Management Policy with senior management support, clear targets, a sound monitoring system, and visible responsibilities and championships within the organisation. The Panel looks forward to planned progress in this regard and how this will impact the organisation in the next report.

#### **Actions taken**

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