

Annual Report 2014



LACK OF MONITORING & EVALUATION

TECHNICAL OR ADAPTIVE
HUMANIZE

UNDERSTAND CULTURE & MOTIVATION
RAISE AWARENESS of the JOURNEY

ACCESS is HAPPENING

WE BUILDING TRUST & ACCOUNTABILITY

SET UP GLOBAL STANDARDS

LICENCE TO OPERATE

PURPOSE & Focus	Governance & LEADERSHIP
Social JUSTICE & HUMAN RIGHTS	SUSTAINABILITY

BASED on ISTANBUL PRINCIPLES

FRAMEWORK

...and the PEOPLE you work FOR

IMPROVE INFORMATION EXCHANGE BETWEEN the NETWORKS

WHO'S DOING WHAT? WHO'S DOING WHAT?

BOTH BUSINESS BOTH CSOs



ACCOUNTABILITY to STRENGTHEN OUR COLLECTIVE VOICE

UNPACK WHAT ARE EFFECTIVE ALLIANCES?

SCALE

IMPACT

MOBILISE

RE-STRUCTURE the FLOW of CAPITAL

LIGHT

CSR

☆☆☆☆ THERE WILL BE A TRIP ADVISOR FOR NGOS SOON - BENEFICIARIES, PARTNER WILL BE ABLE TO RATE NGOS ON THE INTERNET.

HOLD YOURSELF ACCOUNTABLE
★ CLUSTER in 4
★ SIMPLIFY
★ IMPLEMENT



MOBILISE ACADEMIA as an DEVELOPMENT PARTNER

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We have witnessed a year of dynamic change. Our [Board](#) has been strengthened with two new independent Board members, Rosa Ines Ospina and Janet Naumi Mawiyoo, and three changes from our Members – Emmanuel Isch from World Vision, Miklos Marschall from Transparency International, and Clare Doube from Amnesty International. The whole Board has welcomed me, Brendan Gormley, as their new Chair.



We have published a major revision of our [accountability commitments](#) alongside simplified and more focused [reporting requirements](#) to drive continual improvement. Both documents are built on intense consultation with Charter Members and the [Independent Review Panel's](#) solid experience in assessing [Charter Member reports](#).

The ongoing challenges we face are to globalise yet simplify CSO accountability and to communicate the robust way we hold ourselves to account more effectively. Against this background, the Board has decided to invest our own resources in pressing ahead with the [Global Standard Project](#). It has successfully brought the Charter and eight CSO networks, representing 1,500 CSOs across the world, together at two partner meetings in Berlin and Paris. This has already increased mutual support and enabled the definition of core components for a potential 'Global Standard for Core CSO Accountability'.



Furthermore, we have commissioned the drafting of a Charter communication strategy. This is currently being discussed with our Members to establish the resources and skills available for putting it into practice. This is closely connected to our 2015 review of strategic goals, which aim to ensure that we are meeting the changing needs of our Members while also playing a leadership role in CSO accountability. We anticipate that this effort will also see new Members joining the Charter from a wider range of CSOs, including those exploring the potential of digital approaches.

We look forward to an exciting new year!

A handwritten signature in black ink, appearing to read 'B. Gormley'.

Brendan Gormley
Chair

A handwritten signature in black ink, appearing to read 'K. Schröder'.

Karenina Schröder
Executive Officer

Highlights 2014



A Global Network of CSO Accountability

The [Global Standard for CSO Accountability](#) project gained significant momentum in 2014. Financed by Charter reserves, representatives of nine CSO accountability networks from Africa, Asia, Australia, Europe, North and South America came together for two face-to-face meetings in Berlin and Paris. They succeeded in establishing clarity and consensus on the broad format, content and process for collectively developing a global reference standard for CSO accountability. [PricewaterhouseCoopers](#) backed the project with substantial pro bono support, delivering a systematic mapping of the gaps and overlaps between all nine standards plus the [Istanbul Principles](#) and the [Core Humanitarian Standard](#). As a result, a significant overlap in the codes currently used was identified, albeit in different referencing systems and languages, but sufficient in scope to warrant work on a collective standard.

"In the quest for further improved internal accountability and transparency methods and mechanisms this project will provide a very beneficial opportunity to strengthen our current voluntary code and the accountability of numerous voluntary development organisations active in the remotest locations of India."

Harsh Jaitli, Chief Executive Officer,
VANI (India)

Project Partners:

- [Australian Council for International Development \(ACFID\)](#)
- [Cooperation Committee for Cambodia \(CCC\)](#)
- [INGO Accountability Charter, Europe](#)
- [InterAction, USA](#)
- [Philippine Council for NGO Certification \(PCNC\)](#)
- [NGO Quality Assurance Certification Mechanism \(QuAM\), Uganda](#)
- [Rendir Cuentas, Latin America](#)
- [Viwango, Kenya](#)
- [Voluntary Action Network India \(VANI\)](#)

Representatives from all Project Partners as well as PricewaterhouseCoopers during the first Global Standard meeting in August 2014, Berlin, Germany.



Strengthened Accountability Commitments

In spring 2014 [the Charter's ten commitments](#) to accountability were fully revised in active consultation with its Members. The current format is more aspirational, written in simple English and supported by concrete guidelines for their implementation. Fundamentally based on the respect for human rights and active stakeholder participation in all stages of CSO work, the Charter standard is complemented by commitments to independence, transparency, good governance and professional management, as well as to inclusion, environmental responsibility, ethical fundraising and responsible advocacy. Coming to a collective agreement on these 10 commitments has further strengthened the Charter network in its collective endeavour to deliver on the highest standards.

New Communication Strategy

In 2014 the Charter commissioned the drafting of a communication strategy to ensure our accountability commitments and performance are better known to the relevant public. The strategy focuses on key messages not merely to underline the role of the Charter as the only global, comprehensive, cross-sector accountability code, but also to elevate the commitment of its Members, which can be trusted as vigorously and responsibly self-regulating, accountable to all stakeholders and in particular beneficiaries.

Full implementation of the communication strategy will depend heavily on Charter Members' support. It is conceived in a way that gives Charter Members, senior management and communication staff a significant role in advancing our messages. If we join forces, we can maintain a strong brand.

"The new Charter reporting parameters and guiding questions helped stimulate thinking about Amnesty International's accountability performance and were adapted when necessary to help the organisation's reflective process."

Amnesty International, Accountability Report 2013, p.10

Improved Reporting Requirements

[Charter Members](#) report annually on their compliance to the Charter accountability commitments. While these reports used to follow the [Global Reporting Initiative \(GRI\)](#) template focused on the transparency of data, newly developed reporting requirements now focus on quality and evidence of good accountability practice. The [Charter Reporting Requirements](#) were developed in 2014 by the Independent Review Panel, a body of respected accountability experts from Asia, Africa, Australia and Europe, who externally assess Charter Member reports. Based on their substantial experience, they devised a set of guiding questions under each GRI heading to ensure reporting organisations place more emphasis on the most relevant issues and provide evidence that processes are working well in practice. Feedback from Members who have already used the new reporting requirements is very positive, especially regarding its improved accessibility, clarity and focus on evidence.

Strengthening the Board's Independence and Global Outlook

The [Charter Board](#) has already started to profit substantially from the perspectives of two strong new members from the Global South: Rosa Inés Ospina (Co-Director of Rendir Cuentas and National Director of Red de ONG por la Transparencia) and Janet Naumi Mawiyoo (CEO of the Kenya Community Development Foundation and Chair of Viwango).

The Charter Board's expertise has been further enriched by new representatives from our current Members: Miklos Marschall (Deputy Managing Director, Transparency International, Emmanuel Isch (Partnership Leader for PAIR Group, World Vision International), and Clare Doube (Director of Strategy and Evaluation, Amnesty International).

Jeremy Hobbs stepped down as Board Chair of the INGO Accountability Charter after six very successful years, in which he turned the Charter into *the* widely accepted framework for accountability among the largest global CSOs. In April 2014 Brendan Gormley was elected new Board Chair, having served as CEO of the Disaster Emergency Committee for the previous ten years.

Overall, the Board now has a richer set of expertise; it is more independent of our Members and includes more Southern perspectives, while continuing to be driven by Charter Member senior staff representatives.



Rosa Inés Ospina Robledo
Co-Director of Rendir Cuentas



Janet Naumi Mawiyoo
CEO of the Kenya Community Development Foundation (KCDF)

"I have become convinced by the work I have seen on the Charter as a member of the Independent Review Panel that appropriate standard-setting is a feasible way of helping to drive up performance in the CSO world."

Richard Manning, former Chair of the OECD's Development Assistance Committee (DAC), and former Charter Panel member

New Members on the Independent Review Panel

The Charter's [Independent Review Panel](#) is the key element for ensuring accountability commitments are adhered to and rigorously assessed externally. This adds substantial strength to the Charter's credibility.

After a three-year term, Richard Manning and Wambui Kimathi stepped down from this Panel in 2014 and the Charter Board expressed their thanks and gratitude for their significant and very insightful contributions. Brendan Gormley, our new Board Chair also previously served on the Panel, but stepped down when standing for Board election.

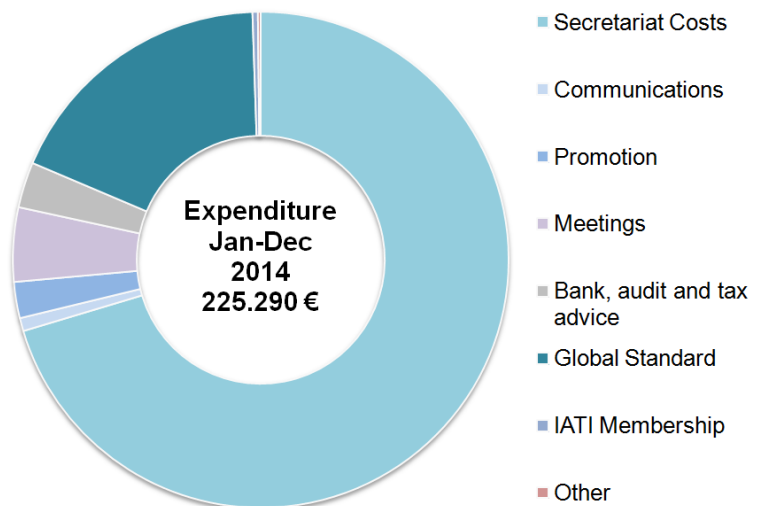
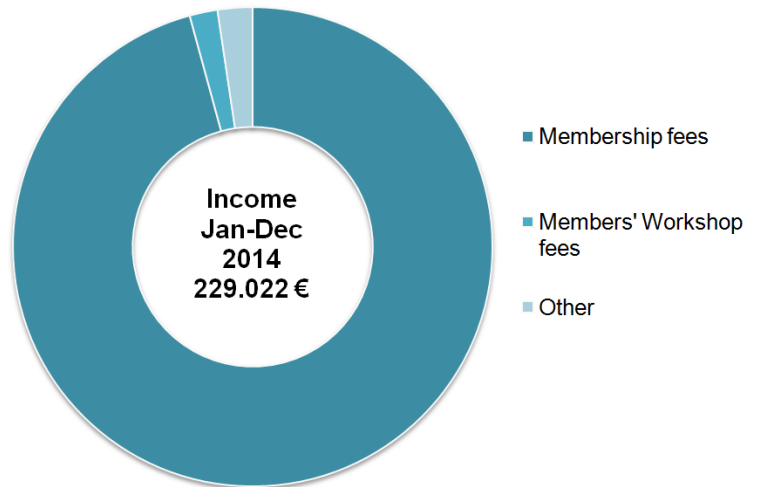
To ensure continuity in the high quality of the Panel's work, in 2014 we welcomed Michael Roeskau (Germany), Saroeun Soeung (Cambodia), John Clark (UK), Jane Kiragu (Kenya), and Rhonda Chapman (Australia) as new members to the Panel for a three-year term.

We very much look forward to working with our new Panel members, who will further advance Charter compliance as a tool to drive organisational development.

Optimising Resources

In 2014 the healthy financial situation of the Charter continued. Income from membership fees fully covered the work of the Charter Secretariat, the Board and the Independent Review Panel. It also paid for the 40.739 € to kick-start the strategically relevant Global Standard project in 2014 as signed off by the Board. Despite this extra project (not envisaged in the original 2014 budget) we finished the year with a surplus of 3.732 €.

This is only possible because the Charter Secretariat works very efficiently with less than three full-time employees and much time donated to the Charter pro bono by the Board, the Independent Review Panel, Charter Members and other donors. In 2015 we will continue this cautious financial approach, while also actively seeking extra donations to increase the scope of our work.



Member Activities 2014

Continuous Improvements of Charter Member Reports

When reviewing [Charter Member reports](#) in 2014, the [Independent Review Panel](#) was impressed by the high degree of institutional commitment to accountability and some very good accountability practices. Nevertheless, the Panel highlighted three areas of concern:

- ◆ Lack of clarity on how accountability shapes management decision-making and strategy.
- ◆ Insufficient evidence that accountability policies work well in practice.
- ◆ A lack of focus with regard to development plans.

It is the key aim of the INGO Accountability Charter to support continuous organisational improvements. For this reason, we revised the currently used *GAP Analysis Table* and turned it into the more focused and progress-oriented *Improvement Analysis*.

Furthermore, organisations who have reached a very high level of accountability are now allowed to report every two years in full, while concentrating on key improvement areas only in their brief interim reports.

“We were very pleased to be able to reinforce our commitment to national and international standards of excellency and to sharing experiences and collaborating with peers, by actively participating in the INGO Accountability Charter. The principles and good practice codes set out now guide our strategic planning and decision-making.”

Educo, Accountability Report 2013, p.3



“Preparation of the Report has helped to encourage deeper understanding of different affiliate approaches to accountability and prompted development of cross-Oxfam policies and procedures.”

Oxfam International, Accountability Report 2013-2014

Member Activities 2014

Annual Workshop

This year's Charter Members' workshop on "How to establish a globally consistent accountability culture and practices in international CSOs?" hosted 26 participants in ActionAid UK's premises in London. Thoughtful and highly engaging presentations were held by ActionAid, BRAC, Greenpeace, Islamic Relief, Oxfam, World Vision and others. Participants welcomed the chance to exchange and network with expert peers and were positively surprised to find that organisations had separately been working on very similar models.

Representatives from non-member organisations such as Christian Aid, Concern Worldwide, VSO and WWF also attended the workshop. Key [outcomes](#) can be found on the Charter website. Among other things, participants agreed that strong, collective accountability practice needs (i) a shared agenda around common goals, (ii) opportunities to co-create good solutions, and (iii) more accessible and engaging communication.



Webinars

In 2014, the Charter conducted a series of webinars, allowing Charter Members to profit more systematically from the wealth of collective knowledge and expertise. In virtual sessions, nine experts shared their best insights on crucial topics, such as successfully confining the risk of corruption and fraud (February), handling inclusion and non-discrimination policies (May), effective stakeholder engagement (September) and efficiently aligning IATI and Charter membership (December). For [outcomes](#) including practical links to other documents and tools on the issues above, please see the Charter's website.

Peer Advice Group

As a consequence of our webinar in September, a new Peer Advice Group focusing on Effective Children's Engagement was established. The group has just started and all interested parties are welcome to join.



"Exchanging experience, knowledge and expertise with colleagues from other INGOs has been extremely enriching for me over the last years. Getting the chance to talk to others working on the same topics and struggling with the same challenges makes you see things differently and offers solutions. It brings valuable as well as cost-efficient learning."

ActionAid, Webinar Participant

Charter Strategy beyond 2015

The world around us is changing rapidly and we need to adapt to stay relevant. This is why we will revise our strategic objectives in early 2015. An online survey conducted among Charter Members at the end of 2014 highlighted the following four key issues to address:

- ◆ Increase the Charter's relevance at the regional and national level of global CSO's as they devolve power to the Global South.
- ◆ Explore accountability formats that embrace the technological possibilities of in-time, two-way communication in an instantaneously, globally connected world.
- ◆ Address suitable relationships with other increasingly relevant actors in the field like social entrepreneurs, virtual organisations, philanthropists and businesses.
- ◆ Improve recognition of Charter membership among donors.

Overall, the survey also showed great support for the Charter in its current format. Members particularly felt that it was an extremely valuable tool to systematically reflect, improve and document the multiple accountabilities of global civil society organisations. It is our ambition in 2015 and beyond to build on this solid asset base and to develop it further in order to seize new opportunities.



"The Charter offers the ideal platform for a global exchange of expertise and collective development for strong global NGO accountability."
CIVICUS

The Global Standard

Provided the Charter secures external funding, the implementation of the Global Standard project will be one of the Charter's top priorities in 2015 and beyond. All nine accountability networks will systematically cooperate over the course of three years to exchange expertise, develop a network of trust, and agree on core areas and implementation indicators for CSO accountability. The results of this endeavour will be recorded in a commonly agreed global reference standard for CSO accountability. Consultations and capacity building with CSO constituencies from the nine network partners will form an important part of this project. Ultimately, systematic collaboration between the networks, representing nearly 1,500 CSOs across the world, will not only improve the quality of their work, but will also create the collective basis for a strong civil society voice to engage with the public.

Charter Members

Charter Membership

Charter Members are the heart of everything the Charter does. The more Members we attract, the greater our wealth of experience and the stronger our collective voice. Current membership consists of 21 Full and two Affiliate Members. The two Affiliate Members will become Full Members as soon as the Independent Review Panel has assessed and accepted their first accountability report.

act:onaid



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Terre des Hommes
International Federation

** Affiliate Members*

Acknowledgments

The Charter has received a lot of valuable support in 2014 and wishes to express its deepest gratitude to:

Amnesty International Secretariat for hosting our Annual General Meeting in April

ActionAid Secretariat for hosting our Annual Members' Workshop in September

Action Contre La Faim Secretariat for hosting our Global Standard Meeting in October

PricewaterhouseCoopers for pro bono support to the Global Standard Project

CBM for providing the technical support and virtual platform to conduct our webinars

World Vision International for supporting us with website expertise

ADRA International for a generous unconditional donation

Our sincerest thanks also go to Members of the **Independent Review Panel** and the **Charter Board** for their proactive engagement with the Charter.



International
Civil Society Centre

The INGO Accountability Charter Secretariat is hosted by the [International Civil Society Centre](#). The Centre is the global action platform for the world's leading civil society organisations and owned by a number of the leading INGOs.

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Caroline Harper, Vice Chair, CEO Sightsavers International

Markus Hesse, Treasurer, Managing Partner direct impact group

Janet Dalziell, Director of Global Development, Greenpeace International

Bettie van Straaten, CFO/Director: Operations, CIVICUS

Clare Doube, Director of Strategy and Evaluation, Amnesty International

Rosa Inés Ospina, Co-Director of Rendir Cuentas and National Director of Red de ONG por la Transparencia

Janet Naumi Mawiyoo, CEO of the Kenya Community Development Foundation (KCDF) and Chair of VIWANGO

Miklos Marschall, Deputy Managing Director, Transparency International

Emmanuel Isch, Partnership Leader for PAIR Group World Vision International

Charter Independent Review Panel

Wambui Kimathi, County Secretary and Senior Advisor for East Africa at IHRB

Louise James, Global Programmes Director for Accenture Development Partnerships

Rhonda Chapman, independent consultant specialising in the review, assessment and capacity building of civil society organisations

Jane Kiragu, human rights lawyer and Advocate of the High Court of Kenya and Managing Director of Satima Consultants Ltd.

Michael Roeskau, recently retired from the Council of Europe Development Bank in Paris

Saroeun Soeung, Executive Director of the Cooperation Committee for Cambodia (CCC)

John Clark, Chair of the international anti-corruption NGO, Partnership for Transparency Fund, on the supervisory board of the European Center for Not-for-profit Law and on the advisory Council for the International Center for Not-for-Profit Law

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