

# Trust

Assured reliance

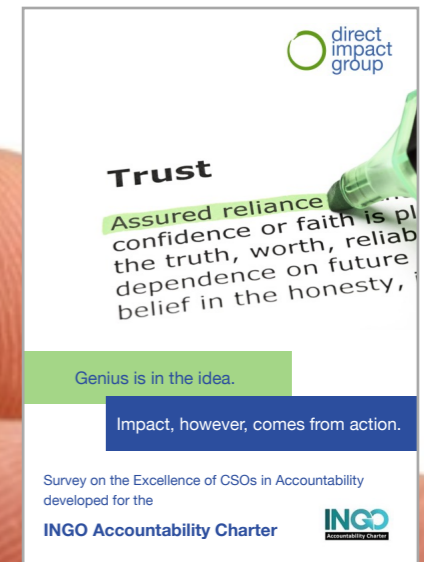
confidence or faith is pla  
worth, reliability

Excellence of CSOs in Accountability

developed for the INGO Accountability Charter

## Next 20 Minutes

- Introduction
- Background
- 3 Key Recommendations  
incl. Examples



direct  
impact  
group

**Trust**


Assured reliance, confidence or faith is placed in the truth, worth, reliability or dependence on future belief in the honesty,

Genius is in the idea.

Impact, however, comes from action.

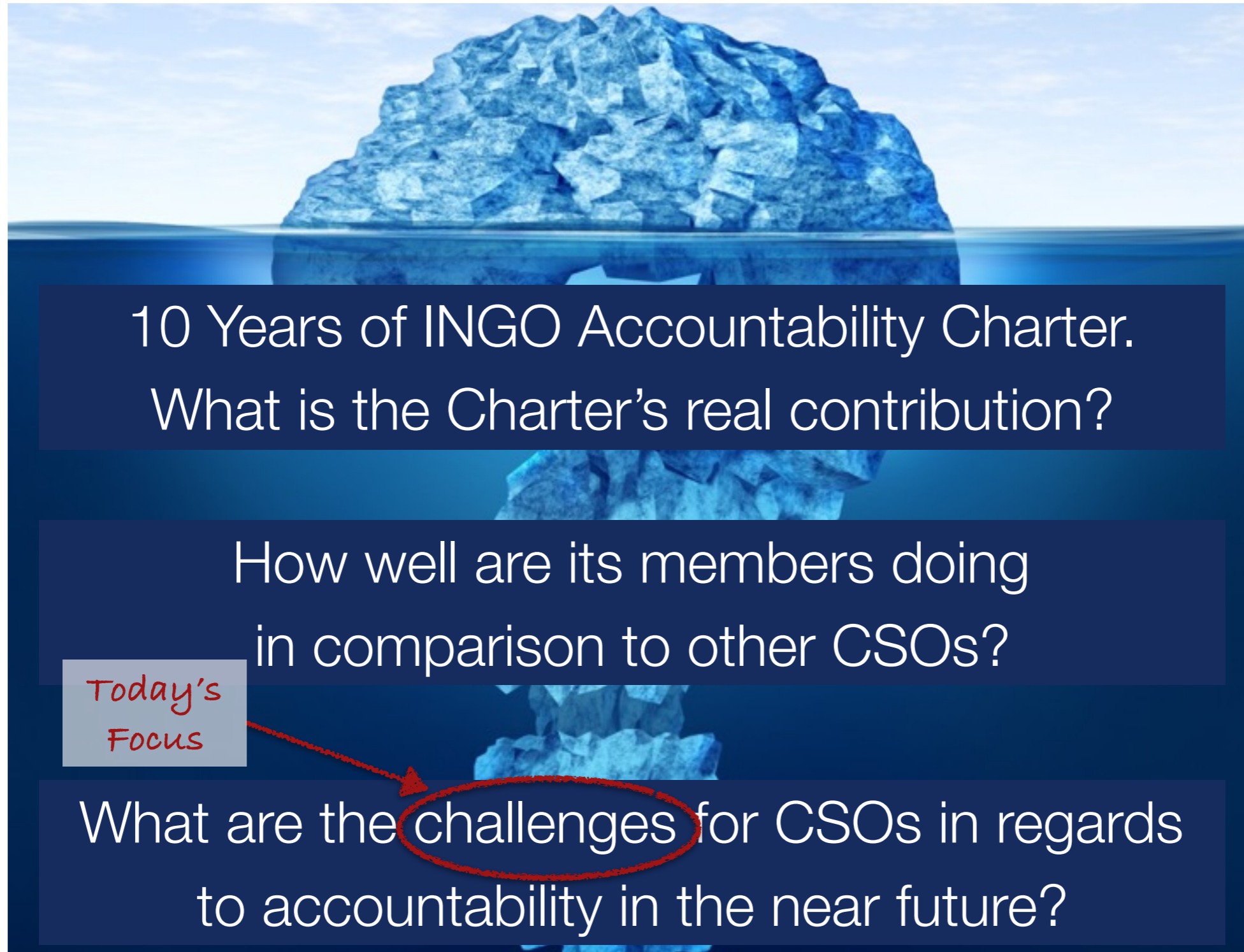
Survey on the Excellence of CSOs in Accountability developed for the

INGO Accountability Charter



# Introduction

## Key Questions of the Survey



10 Years of INGO Accountability Charter.  
What is the Charter's real contribution?

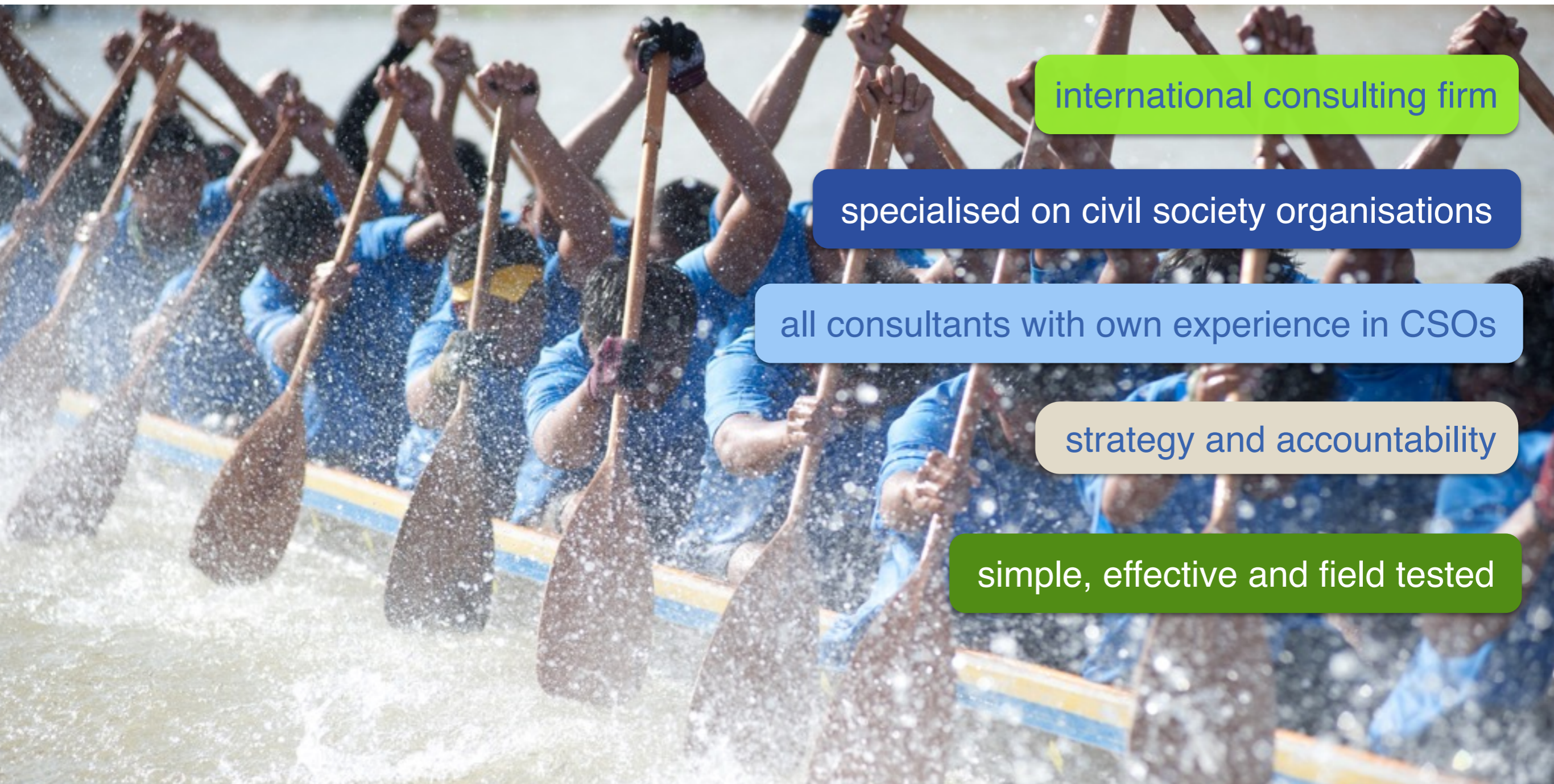
How well are its members doing  
in comparison to other CSOs?

Today's  
Focus

What are the **challenges** for CSOs in regards  
to accountability in the near future?

# Background Information

About [www.direct-impact-group.com](http://www.direct-impact-group.com)



international consulting firm

specialised on civil society organisations

all consultants with own experience in CSOs

strategy and accountability

simple, effective and field tested

# Background Information

## Our Team for Your Impact



● offices

● consultants

# Scope of the Survey

## Organisations



Action Aid Action Contre la Faim (ACF) ADRA Amnesty International

Article 19 BRAC Brot für die Welt CARE Catholic Relief Services CBM

ChildFund Alliance CIVICUS Concord Educo European Environmental Bureau

Greenpeace Habitat for Humanity Handicap International Human Rights Watch

International Federation of Red Cross Islamic Relief Worldwide Kindernothilfe

Light for the World Medecins Sans Frontieres MIO-ESCDE Muslim Aid

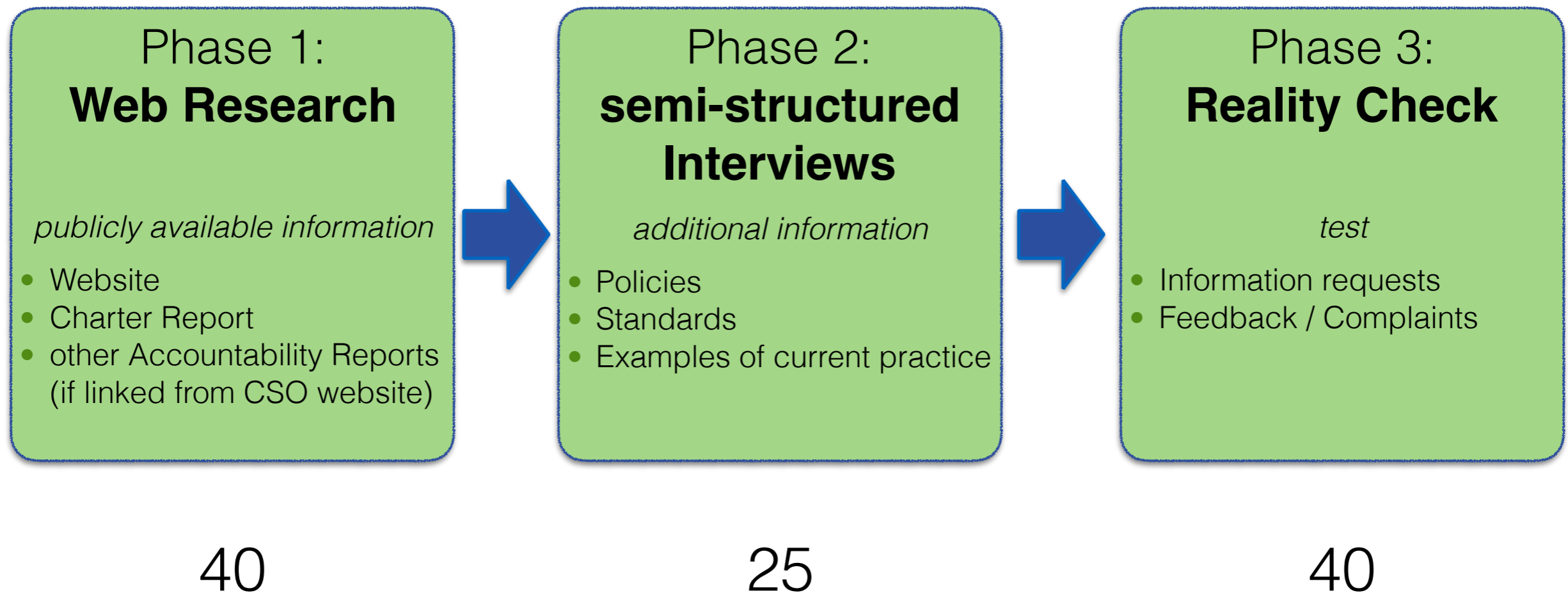
Oxfam Plan International Reporters without Borders Restless Development

Save the Children Sightsavers SOS Children's Villages Terre des Hommes

Transparency International VSO WAGGGS World Vision WWF YWCA

# Process and Methodology

## 3 Phases




# Areas of Accountability







# Overarching Emphasis



1. Check your promises  
("what" and "how")



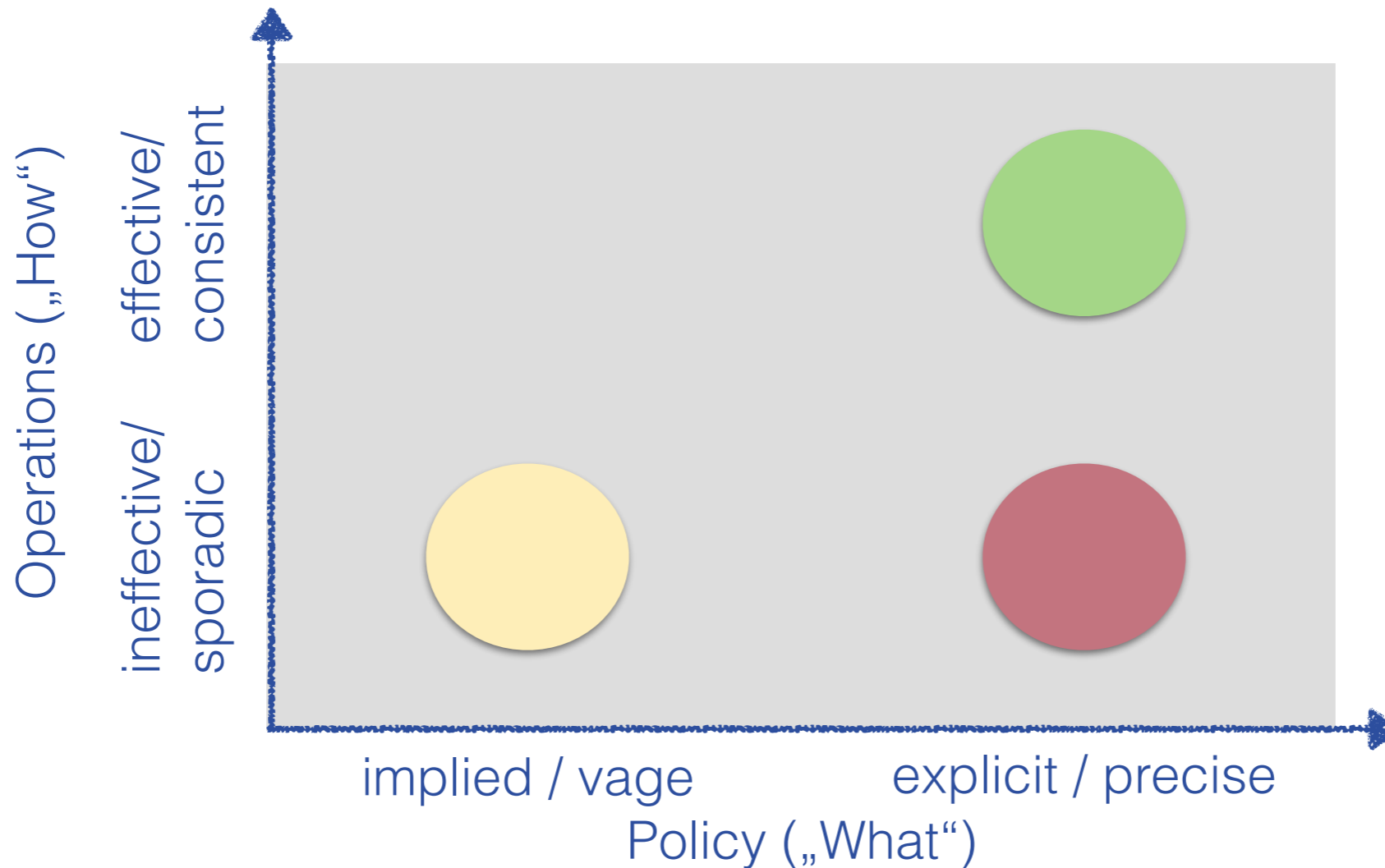
2. Check your Leadership,  
Culture and  
Collaboration



3. Keep pace with  
fast changing  
environment

# Public Trust

needs transparency on Policies and Operations



## Optimum:

clear policy  
implemented consistently  
both visible to public  
=> trust

## Communication Gap:

no published policies  
no transparent operations  
=> secluded / intransparent

## Implementation Gap:

clear policy visible to public  
no consistent implementation or  
implementation  
=> over-promise / under-deliver

# Communication

## Transparency vs. Closed Society



inner circle  
of communication



Public

Three different approaches of communication:

Low

Transparency

- website is limited to a fundraising instrument
- low emphasis on public accountability

Minimum

Requirement

- key information is available **only** on Charter reports, or hidden in complex websites

High

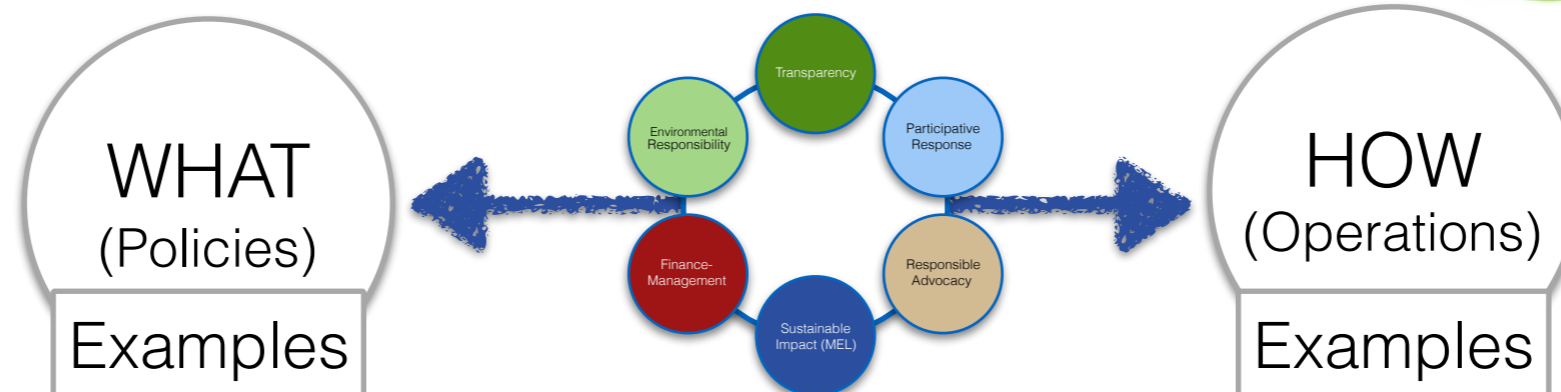
Transparency

- key information is easy to find on website
- website demonstrates emphasis on accountability

# 1. Check regularly what you promise



# 1. Check regularly what you promise



**Open Information Policy**  
Does it exist? If yes, is it published?

**Global Information**  
Do you provide aggregated and desegregated information on mandate work, finance and environmental footprint?

**Exchange Rate Risks**  
Do you have policies and standards in place to address adequately exchange rate fluctuations?

**Environmental Responsibility**  
Do you have simple, but written commitment to sensitive environmental management?

**Key Information**  
Available on website or just in Charter Report?  
Easy to find and transparent?

**Feedback Mechanism**  
Is it operational? Do you test it regularly?

**Publication of Evaluations**  
Available on website, easy to find?

**Follow up on Evaluations**  
Systematically follow up?  
Link to performance evaluation/resource allocation?

**Over dependence on Providers**  
Do you have a portfolio of e.g. FX providers?  
Do regular audits monitor their performance?

**Carbon Report:**  
Do you have commitment, a base line and a plan how to reduce your carbon emission?

## 2. Check your Leadership, Culture and Collaboration



### **Symptoms:**

- lack of information
- outdated information
- links without connection
- subpages not operational
- communication staff not knowing about policies
- accountability staff not knowing about the website

## 2. Check your Leadership, Culture and Collaboration



### Explanations for Symptoms

- Work in progress
- Not written down
- Not systematic
- No resources
- No time
- Not clear how
- No priority
- Used to be worst

## 2. Check your Leadership, Culture and Collaboration



- Top performers demonstrate: strong push by CEO and Board on accountability matters
- Culture and mindset of accountability = creating optimal value for the rights holders
- Internal expectation rather than external requirement

Tip: ICSC Report 2015





### 3. Keep Pace with fast Changing Environment



- 9 out of 10 top performers have significantly upgraded their standards and systems within the last 2 years
- New issues on the horizon, which are at the moment not addressed by accountability frameworks
- Better improve together with your peers than developing your CSO in isolation



# For more Information



## Survey Report:

- Executive summary of key findings
- More analysis about individual accountability areas
- 18 Recommendations for ICSOs

published on [www.ingoaccountabilitycharter.org](http://www.ingoaccountabilitycharter.org) and [www.direct-impact-group.com](http://www.direct-impact-group.com)

## Individualised Reports (upon request):

- Best practice in each category
- Observed findings from your CSO
- 2-3 Key Recommendations for your consideration and further discussion



## Further webinars on selected areas (upon request):

# Let's talk about accountability

Contact our team at [info@direct-impact-group.com](mailto:info@direct-impact-group.com)



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& Governance



**Beverley Gwadera**  
FX Management



**Ruth Venter**  
Environmental Stewardship

# Trust

Assured reliance

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Discussion

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