



Accountable Now

GLOBAL STANDARDS
LOCAL TRUST

About Accountable Now

We are:

A global platform that supports sector-wide change so that it is more transparent, responsive to stakeholders and dynamically accountable.

We believe that the sector can do better and shift the power more effectively.

We believe that accountability is a journey, and not just a checkbox exercise.



At the core of
Accountable Now is
**Dynamic
Accountability**

Values based, inclusive,
participatory and continuously
practiced

Engagement with and
responsive to stakeholders



At the core of
Accountable Now is
**Dynamic
Accountability**

Grounded in processes of
meaningful engagement with
all stakeholders

STAFF

THE PUBLIC

BOARD

DONORS

COMMUNITIES

VOLUNTEERS

GOVERNMENTS

PARTNERS

Our Commitments: The Global Standard for CSO Accountability



**GLOBAL
STANDARD
FOR CSO
ACCOUNTABILITY**

CSOs and Governing Bodies

About Our Session

Objectives and goals

1.

To provide an overview of the roles and responsibilities of governing bodies, including basic good practices through examples of Accountable Now members

2.

To lever and understand the role that a more dynamic form of accountability plays in enhancing good governance

3.

To discuss and explore how organisations can better engage with their governing bodies.



Let's Start:

- **What are “governing bodies”?**
- **What roles do governing bodies play in your organisation?**

RISK COMMITTEES

**MEMBER
ASSEMBLY (for
networks)**

BOARDS

GOVERNING BODIES

**EXECUTIVE
COMMITTEES**

**MANAGEMENT
BODIES**

**AUDIT
COMMITTEES**

**FINANCE
COMMITTEES**

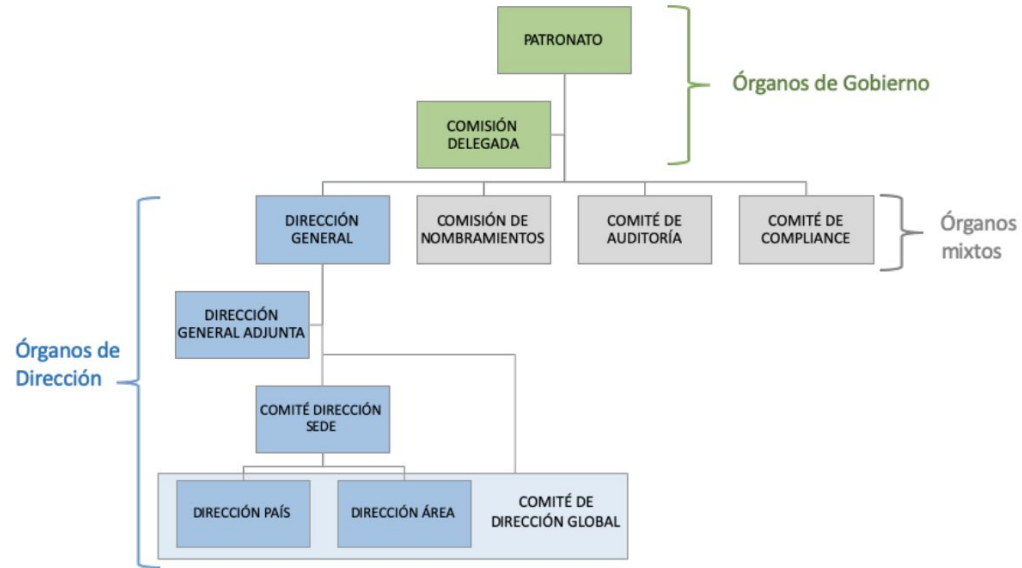
Accountable Now Member Example:



Educo is a child-focus organisation based in Spain, but operates internationally.

Their Board is the highest governing body, but some Board members are part of an Executive Committee that oversees the day-to-day operations of the organisation.

Other bodies that exercise governing functions include both Board members and management staff. These oversee appointments, audit, and compliance.



Accountable Now Member Example:



Transparency International Secretariat is based in Berlin, Germany but have independent national chapters around the world. They work to end the injustice of corruption by promoting transparency, accountability and integrity.

TI's National Chapters are completely independent entities, and form the Membership Meeting - its highest decision making body. The membership elects the TI Board of Directors.

Other bodies include an International Council (made up of experts), the Executive arm (consisting of the Chair and Vice Chair of the Board and its CEO).



BUT:

- To whom are governing bodies accountable?
- What does your organisation do to ensure the accountability of its governing bodies?

Staff and
volunteers

Each other

Donors

GOVERNING BODIES are
should be accountable to...

Communities and the people who we serve

Governments

Partners

The Public

**How do we keep our
governing bodies
accountable?**

Accountable Now Member Example:



- Statutes - terms limits
- Code of Ethics - conflict of interest
- Code of Good Governance
- Annual self-assessment of the Board
- Annual Corporate Governance Report

General Good Practices: Governing Bodies

- Independence and credibility
 - ◆ Managing conflicts of interest
 - ◆ Voluntary role (if trustees)
- Powers and accountability
 - ◆ Clear roles and responsibilities for Board members / Management Staff
 - ◆ Checks and balances
- Adaptability
 - ◆ Identify weaknesses and strengths, inform recruitment, training and management
- Transparency
 - ◆ Sharing information about the Board/Directors and their work

Accountable Now Member Example:



How do they ensure that their governing bodies are accountable to the people who are affected by their work?

- Suggestions, Complaints and Commendations (SCC)
 - Educo collects these feedback, puts together a report and discusses this with their Board
 - The Board reviews how well cases have been managed, and how has suggestions been taken up
 - Bringing their governing bodies closer to stakeholders, and being more accountable to the organisation's target groups
- Use of mixed bodies to link up management, staff and trustees - to connect strategic, programmatic and operational levels

Accountable Now Member Example:



How do they ensure that their governing bodies are accountable to the people who are affected by their work?

- The Board Ethics Committee - oversees the handling of internal and external complaints
- Representation - TI-S's Board is elected by the National Chapters, ensuring voices that represent their regions
- Ensuring that Strategic Direction is informed by stakeholders
 - New strategy was developed through a multi-stakeholder engagement process

Accountable Now Member Example:

**RESTLESS
DEVELOPMENT**

Restless Development is a U.K based non profit global agency that supports the collective power of young leaders to create a better world.

How do they ensure that their governing bodies are accountable to the people who are affected by their work?

- Youth/young people are actively encouraged to apply for Board positions
 - Their Global Board features members under 30 (their definition of a young person)
- Youth Spotlight - invite a young member of staff to join the Board meeting, sharing operational aspects of their work, accomplishments, and challenges that they may face

Governing bodies' accountability is not a standalone process

YES - Policies and procedures are important

BUT ALSO:

- **Work together with different mechanisms, stakeholders and processes.**
- **Foster a culture of accountability throughout the organisation, rather than stopping at any level**
 - **And accountability needs to start at the governance level**
- **Have two ways relationships - establishing trust between the Board and different stakeholders**

How Can I Start?

The Global Standard for CSO Accountability

- Self-assessment via the **Rendir App**
 - Different versions for networks or CSOs, also available in a range of languages
 - app.rendircuentas.org
- **Guidance document** available - especially for Cluster C, Commitment 12 on *Responsible Leadership*
- csostandard.org

Checklists for Accountability

