**GLOBAL
STANDARD**
FOR CSO
ACCOUNTABILITY

12

COMMITMENTS

FOR DYNAMIC ACCOUNTABILITY

EXAMPLES OF GOOD CSO

ACCOUNTABLITY PRACTICE

CONTENT

*A COLLECTION
OF FORMER AND CURRENT STRATEGIES AP-
PLIED BY CSOS IN DIFFERENT PARTS
OF THE WORLD*

COMMITMENT 1

1

Justice & Equality

JUSTICE AND EQUALITY

We will address injustice, exclusion, inequality, poverty and violence to create healthy societies for all.

1. IRISS and See Me: Human Rights Based Approach Case Studies

This s a collection of case studies from existing Change Networks, best practice examples and local services to demonstrate what Human Rights Based Approaches can look like in practice.

2. CDA Collaborative Learning Projects: Do no harm in Somalia

An account of the history, experience and lessons learned of implementing Do No Harm strategies in Somalia from different NGOs operating in that context, as researched by CDA.

3. Action Aid: Learning and Adaptation Case studies from 5 Action Aid Countries

Action Aid explains how 5 country programs adapted their programming based on learning, and showcase their Human Rights Based Approach (HRBA) to development and how it centres on active agency, supporting people living in poverty to learn and claim their rights and hold duty bearers to account.

COMMITMENT 2

2

Women's Rights & Gender Equality

WOMEN'S RIGHTS AND GENDER EQUALITY

We will promote women's
and girls' rights
and enhance gender equality.

1. The Resource Foundation: Root Causes related to Education and Gender Equality in the Apurímac Learning Communities
The Resource Foundation's experience and recommendations for how they ensured gender equality in education programs when addressing the root causes, challenges and deficiencies of the local communities in Peru.

2. The Christian Rural and Urban Development Association of Nigeria CRUDAN: Mainstreaming Gender Into NGO Work
CRUDAN's description and analysis of the process they undertook to integrate a gender equality perspective into all of its activities.

3. CARE: Empowering women and engaging men
CARE explains what, why and how to work with and include men in activities that empower women, including challenges that CSOs may encounter in employing these strategies, and solutions for addressing them.

COMMITMENT 3

3

Healthy Planet

HEALTHY PLANET

We will protect the natural environment and enhance its ability to support life for future generations.

1. Centre for Justice, Governance and Environmental Action: Land rights and environmental activism: Kenya

CJGEA outlines the challenges being faced by marginalised communities, and how they have addressed people's socio-economic rights, and advocated for policy change and environmental governance issues around the extractive industries.

2. Forestry Commission : Community Ownership and Engagement

Two different approaches to Community Ownership and Engagement which shows that investing in the right amount of time, development work, support, engagement, partnership working and resources a long term solution is achievable for ensuring community ownership in urban settings, particularly within deprived areas and areas with high crime.

3. NGO Labor (Peru): NGOs, the extractive industries and community development

NGO Labour considers the process through which they guided civil society to become a real influence in the environmental attitude and corporate social responsibility of the Southern Peru Copper Corporation (SPCC) – one of the main copper producers in the world.

COMMITMENT 4

4

Lasting Positive Change

LASTING POSITIVE CHANGE
We will deliver
long-term positive results.

1. DFID CHASE: Lebanon Case Study on Cash and Voucher Transfers
These two Case Studies discuss the aspect of value for money in Cash and Voucher Transfer programs in emergency situations.

2. Regional Environmental Center for Central and Eastern Europe : NGO Initiatives for Sustainable Development in the Western Balkans
The REC describes the reasons for targeting the Western Balkans region and the role of NGOs in promoting sustainability. It describes the process and outcomes of the programme (including an extensive annex of fact sheets from many of the successful projects) and then focuses on the future, by reflecting on lessons learned and proposing practical steps forwards for civil society organisations in the region.

3. Continual learning for agroforestry system design: University, NGO and farmer partnership in Minas Gerais, Brazil
An article that discusses a long-term participatory process used to develop agroforestry systems in the Zona da Mata, Minas Gerais, Brazil and explores how establishing such systems, which, if well managed, contribute to sustainable land use.

COMMITMENT 5

5

People-driven Work

PEOPLE-DRIVEN WORK
We will ensure
that the people we work with
have a key role
in driving our work.

1. MISEREOR: Strengthening people-driven change processes in Asia
MISEREOR shares its learning on how to support people-driven change processes through work that is aligned with people, their realities and their aspirations, rather than with donor compliance and the 'project business.

2. International Youth Fund: Implementing an Impact Evaluation: Best Practices and Lessons Learned from a Youth Livelihood Program in Kenya
This example from the Ninaweza youth livelihoods program in Kenya, discusses the importance of impact evaluations, outlines proper methodology and design, discusses where such evaluations are most appropriate and gives key recommendations for their implementation.

3. INTRAC Consortium: Using beneficiary feedback to improve development programmes
A consortium of 7 CSOs present their findings from a multi-country pilot program from a program on implementing maternal and child health projects they are collectively implementing in which they introduced beneficiary feedback mechanisms as part of a pilot to explore what makes a beneficiary feedback system effective, and whether it improves accountability or the delivery of development programmes.

COMMITMENT 6

6

Strong Partnerships

STRONG PARTNERSHIPS

We will work in fair
and respectful partnerships
to achieve shared goals.

1. WWF-Malaysia : Community and Non-governmenzal organisation (NGO) partnership in Highlands Catchment management in Malaysia

This case study describes a community-NGO partnership in addressing water resource and catchment management issues, and the significant milestones achieved as well as the challenges faced.

2. International Youth Fund: CONSORTIUM BUILDING: A CARIBBEAN CASE STUDY

CYEP outlines how to build collaborative relationships that effectively support the implementation of projects and ensure the successful delivery of services to youth at risk.

3. Liberia WASH Consortium: Working in Consortia Sharing Experiences from the Liberia

This group of organisations (Action Contre la Faim (ACF), Concern Worldwide, Oxfam GB (Lead Agency), Tearfund and Solidarites International) present the benefits and challenges of working in a consortium partnership, including successes and hindrances, lessons learnt and recommendations for replication for future consortia.

COMMITMENT 7

7

Advocating for Fundamental Change

ADVOCATING FOR FUNDAMENTAL CHANGE
We will address root causes
by advocating for fundamental change.

1. Oxfam: How did a global campaign bring about a UN Arms Trade Treaty?
This details how Amnesty International, Oxfam the International Action Network on Small Arms (IANSA) and many other organisations across the world launched the Control Arms campaign that resulted in the Arms Trade Treaty (ATT).

2. The Aspen Institute Advocacy Planning & Evaluation Program: Civil Society Advocacy in Uganda Lessons Learned
Four Case studies on different campaigns conducted by CSOs and shows how to conduct a successful campaign, which past strategies have been most effective for different advocacy questions, which past strategies or campaigns have not worked and why; and which internal and external factors contributed to the success of the advocacy effort.

3. Africa Network Campaign for Education For All: CSO advocacy good practice from Africa
ANCEFA provides five examples of good practice delivered by civil society coalitions, making explicit the ways in which campaign breakthroughs were achieved with the intention of supporting other national coalitions achieve their own aims

COMMITMENT 8

8

Open Organisations

OPEN ORGANISATIONS

We will be transparent about who we are,
what we do and
our successes and failures.

1. Tearfund North Kenya Programme: Community notice boards to increase transparency

Tearfund shares its experience in using Community to share information with people about the organisation, its project plans, activities and overall intentions in North Kenya.

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2. Palanga Merah Indonesia: Role of Beneficiary communication in building resilience

Palang Merah, a partner of the Red Cross Red Crescent Indonesia shares its key experiences of the beneficiary communication programme run at province and district level by PMI West Sumatra. It includes recommendations for programmatic and institutional change relevant to communication with communities for all Red Cross Red Crescent partners in Indonesia and in the region.

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3. World Vision: How to tell humanitarian disaster stories responsibly

World Visions sharing what is important to consider when handling information and communication with people, especially those that have surviced a conflict or disaster situation.

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COMMITMENT 9

9

Empowered, Effective Staff & Volunteers

EMPOWERED AND EFFECTIVE STAFF AND VOLUNTEERS

We will invest in staff and volunteers to develop their
full potential and achieve our goals.

1. MZN International: Core Humanitarian Competencies Framework
Case study explaining how MzN International used the Competencies
Framework to develop mid-level national agency staff.

2. Oxfam GB: Improving staff wellbeing
How Oxfam GB found mechanisms to raise staff awareness of stress-related
issues, and finding practical ways to support improvements in staff wellbeing.

3. LINC: Local NGOs Leading Their Own Organizational Development
LINC outlines the approaches that was used by a local NGO to increase local
leadership of development activities by ensuring the management of the NGO's
own budget for self-improvement. It shows how decisions and planning was
done with all stuff resulting in better results and better organisational culture.

COMMITMENT 10

10

Well-handled Resources

WELL-HANDLED RESOURCES
We will handle our resources responsibly to reach our goals and serve the public good.

1. Engineers Without Borders Canada: Why we became the 3rd NGO to adopt IATI transparency standards
An account of Engineers without Borders´ reasons and experience on becoming the third NGO in the world to publish its aid information according to International Aid Transparency Initiative standards as part of their commitment to making financial information about their organization's activities easier to access, use and understand.

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2. Mango: Reliance on restricted funds and poor governance
A case showing how one organisation experienced financial challenges due to poor financial management and governance oversight.

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3. RAND Corporation: Financial Sustainability for Nonprofit Organizations
RAND Corporation conducted this study to inform financial sustainability in nonprofit organizations, identify major challenges of financial sustainability that are common among nonprofits, and discuss the implications for nonprofits that serve higher-need communities.

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COMMITMENT 11

11

**Responsive
Decision-making**

RESPONSIVE DECISION-MAKING
We will ensure our decisions are
responsive to feedback from people
affected by our work, partners,
volunteers and staff.

1. Ground Truth Solutions: No Voice Left Unheard (Ground Truth Solutions)
Ground Truth Solutions details how they systematically collect perceptual data
that can be translated into actionable recommendations and contribute to
programme adjustments.

2. Global Giving: Resist the Temptation of the Big Reveal
Global Giving's account of how they have created a rewards program that awards
points to organizations for listening to stakeholders, testing out new ideas, and
learning from results.

3. Health Poverty Action: Beneficiary Feedback Mechanisms: Somaliland
This Health Poverty Action pilot sets out to show how HPA tested a low-
resource new technology model of beneficiary feedback, where SMS provides a
confidential and real time information channel encouraging unsolicited feedback
from beneficiaries and the wider community.

COMMITMENT 12

12

Responsible Leadership

RESPONSIBLE LEADERSHIP

We will ensure
our management and governing body
are accountable.

1. Amnesty International: Change management

This article explains how Amnesty International developed a transformational change programme to help re-energise the organization for the 21st century and the merging human rights challenges they face.

2. Practices for giving clear direction by leadership

Suggestions on how the organisation's governing body oversees our strategic direction and performance.

3. On Strategy: 5 Step Approach to building absolute accountability

This is a 5-step process that's On Strategy recommends to ensure your team is engaged and accountable during the execution of the organisation's strategic plan and performance management process.

KEY TERMS AND DEFINITIONS

ACCOUNTABILITY: Taking responsibility for actions and impacts; being answerable and honest to all stakeholders – employees, communities, donors – in a transparent and easy to understand way; doing the utmost to achieve mission goals in a fair and just manner; and openly sharing information.

ADVOCACY CAMPAIGN: Publicly promoting an agenda to a wide audience in order to influence or create change.

ALIGNMENT: Adjusting an organisation's accountability practices or standards based on the Global Standard's principles, content and structure, while ensuring that adjustments suit the context and organisational capacity.

CIVIC SPACE: The set of conditions that allow civil society and individuals to organise, participate and communicate freely and without discrimination, and in doing so, influence the political and social structures around them (CIVICUS Monitor, 2016).

CIVIL SOCIETY ORGANISATION (CSO): Civic, non-profit and non-state organisations in which people organise themselves to pursue shared interests in the public domain. They cover a wide range of organisations, including community-based, membership-based, advocacy, issue-based and service delivery organisations (Advisory Group on CSOs and Aid Effectiveness, 2008).

CSO ACCOUNTABILITYINITIATIVES: Civil Society Organisations and networks that influence, promote and drive the agenda of CSO accountability on national, regional or global levels. Their activities include the promotion and management of CSO codes of ethics or accountability standards as well as advocacy, research, and capacity development. These are all aimed to improve the accountability practices of CSOs worldwide.

ENABLING ENVIRONMENT: External or operating environment or space which includes government policies, donor funding policies, community attitudes, expectations and norms concerning CSOs.

EQUITY: The quality of being fair, unbiased and ensuring that everyone has access to the resources, opportunities, power and responsibility they need to reach their full, healthy potential (SGBA, Rising to the Challenge, 2009).

EQUALITY: Treating everyone the same, with no individuals or groups of individuals treated differently or less favourably on the basis of their race, gender, disability, religion or belief, sexual orientation, age or other characteristics (University of Edinburgh, Equality and Diversity, 2016).

FEEDBACK MECHANISM: A formal set of systems and practices established to solicit, discuss and respond to stakeholders' views on the performance and impact of CSOs. This information is then used for different purposes, including taking corrective action to improve the performance (ALNAP/ODI, Closing the Loop, 2014).

HEALTHY PLANET: A well-balanced collection of ecosystems that contribute to healthy communities and societies by providing goods and services (including food, clean air, fresh water, medicines, and liveli-hoods) essential for human survival for current and future generations, and supporting their ability to absorb and recover from disturbance (WHO, Discussion Paper, 2012).

HEALTHY SOCIETY: A society that enables all of its members collectively and individually to play a role in shaping the future of their communities and to meet the needs of its citizens.

IMPACT: The outcomes and effects (positive and negative) of an initiative, program or action.

JUSTICE: Ensuring that all people have equal rights and access to the economic, social and political benefits in society, without discrimination.

LASTING POSITIVE CHANGE: The process by which an organisation's actions contribute to lasting results that improve the quality of people's lives in the long term.

LEADERSHIP: The top staff of the organisation and its board of directors, who provide the overarching direction and management of the organisation.

PARTNERS: Organisations, individuals and other parties we work jointly with, who have defined roles and responsibilities for achieving common goals.

PARTNERSHIP: An agreement to undertake action that will benefit all involved, bringing results that could not be achieved by a single organisation operating alone, and reducing duplication of efforts. A successful partnership enhances the impact and effectiveness of an action through combined and more efficient use of resources, promotes innovation and is distinguished by a strong commitment from each partner (OECD, Successful Partnerships, 2006).

PEOPLE: The major target group for CSO work – people that directly benefit from the work of the organisation. These can also be referred to as people involved in our work, affected by our work, or the vulnerable and marginalised. Depending on what kind of work the organisation does, they are sometimes called beneficiaries or clients.

PEOPLE THAT WORK WITH US: These refer to staff, volunteers, consultants or anyone that does the work of the organisation or represents the organisation in some direct way.

PERSONAL DATA: Any information that directly or indirectly identifies or can be used to identify an individual based on one or more factors specific to his or her physical, physiological, mental, economic, cultural or social identity.

PUBLIC: The group of people that is external to the work of the organisation, and who do not directly benefit from the work of the organisation, but have some interest in the work that the organisation does because it happens in its immediate environment. These people are sometimes known as citizens, residents, society, etc.

REFERENCE STANDARD: A standard that CSOs do not sign up to, or are formally verified against, but that they can refer to in developing their own practice and self-regulation.

RESOURCES: Any kind of financial or in-kind assistance we receive from fundraising activities, funding partners, well-wishers, philanthropists and individuals that we use to achieve our organisation's goals and objectives.

ROOT CAUSES: The underlying causes at the fundamental level for the occurrence and persistence of a problem. Instead of focusing on the effects and symptoms of a problem, we have to recognise and address its root causes in order to contribute to sustainable changes.

STAFF: These are people who are engaged in our work or who work with the organisation. They can be officially employed by, or officially represent and act on behalf of the organisation in its work. These people include regular staff, volunteers, consultants and decision-making bodies.

STAKEHOLDERS: Individuals and groups that can affect or are affected by an organisation's policies and/or actions (Pathways to Accountability, the GAP Framework One World Trust, 2005).

STANDARD: Principles and norms to measure the quality of organisational services and systems.

WOMEN'S AND GIRLS' RIGHTS: Women's and girls' rights are human rights enshrined by the United Nations in 1948. These rights include, but are not limited to, the right to live free from violence, slavery, and discrimination, to be educated, to own property, to vote, and to earn a fair and equal wage.

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1 Justice & Equality

2 Women's Rights & Gender Equality

3 Healthy Planet

4 Lasting Positive Change

5 People-driven Work

6 Strong Partnerships

7 Advocating for Fundamental Change

8 Open Organisations

9 Empowered, Effective Staff & Volunteers

10 Well-handled Resources

11 Responsive Decision-making

12 Responsible Leadership

GLOBAL STANDARD FOR CSO ACCOUNTABILITY