

*Annex B*

**Strengthening CSO accountability:  
Practices and mechanisms**

Vera Razon  
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Social Watch Pan Asia Capacity Building Workshop  
25-27 November 2010  
Pasig City, Philippines

**Purpose**

Give a broad view of CSO accountability issues  
Share current and evolving practices for strengthening CSO accountability

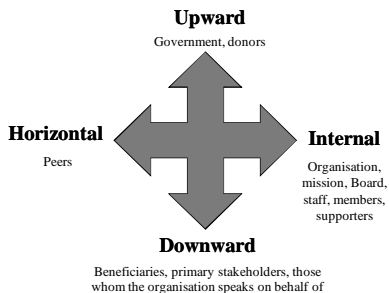
**Outline**

Approaches to accountability  
Types of accountability  
Degree of accountability  
Power and accountability  
Mechanisms of accountability

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**Multiple accountabilities**

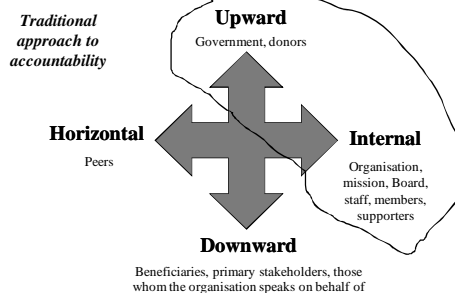
Source: Edwards and Hulme 1996



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**Principal-agent**

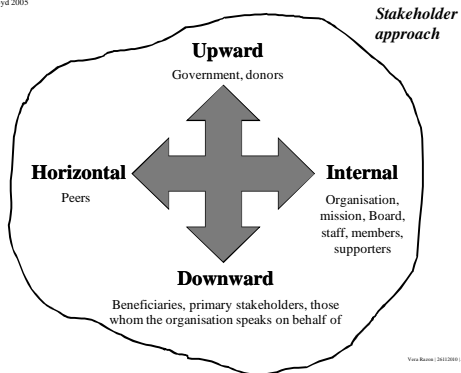
Source: Lloyd 2005



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### Multiple accountabilities

Source: Lloyd 2005

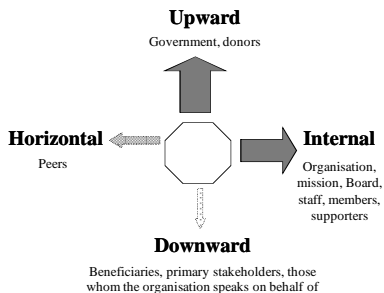


### Types of accountability

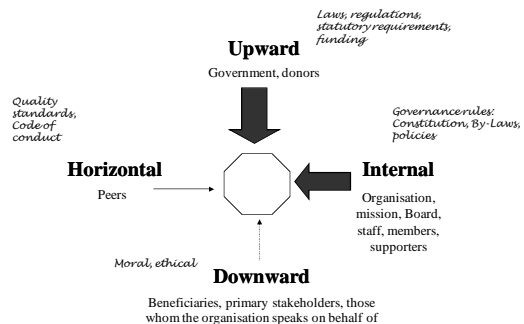
Source: Kaldor 2002

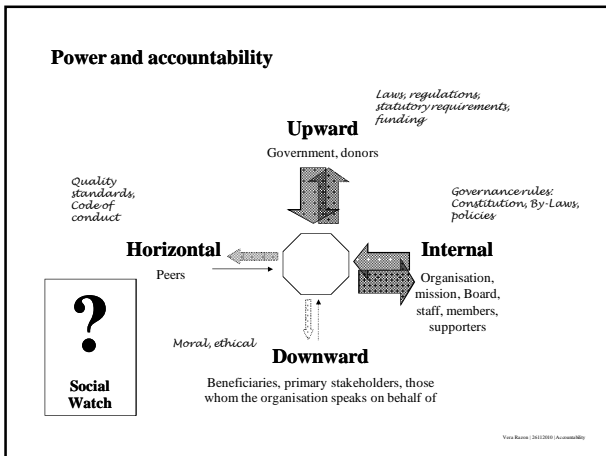
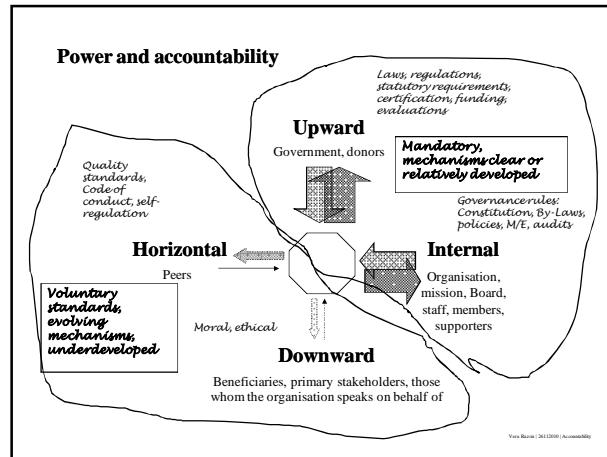
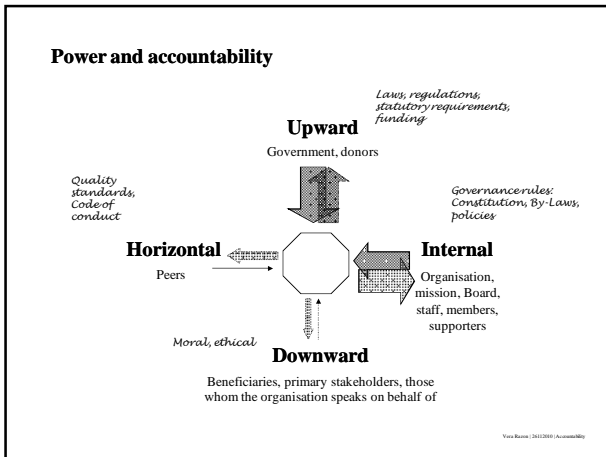


### Degree of accountability



### Power





### Mechanisms of accountability

**Upward**

Donors	States
Formal contracts, agreements	Registration
Reports	Certification
Audited statements	Reports
Evaluations	Audited statements
Funds withdrawal	Inspections
	Cancel registration

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## Mechanisms of accountability

### Internal / Management

Constitution and By-Laws	360° feedback mechanisms
Governance manual	Staff climate surveys
Elections of leaders, representatives	Risk management system
Systems of recall	Open sharing of information
Hiring/firing of management and staff	Learning and reflection processes
Policies: HR, administrative, finance	Peer reviews
Performance reviews	External and mixed team reviews
Monitoring and evaluation reports	Organizational values translation, operationalisation in processes and procedures
Audit: Internal & external	'Health checks'
Assessments and planning: annual, mid-term, strategic	

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## Mechanisms of accountability

### Horizontal

#### National initiatives: Voluntary codes of conduct , self-regulation

- Philippines (CODE-NGO, 1991)
- Initiatives in 40 countries - Bangladesh, India, Cambodia, Pakistan, Indonesia, Taiwan, Sri Lanka, Japan, Singapore, Thailand, South Korea

#### International initiatives

- Humanitarian: Sphere Project, Humanitarian Accountability Partnership, People in Aid, Red Cross on responding to HIV/AIDS
- WANGO - World Association of NGOs
- Accountability Charter
- Global Accountability Project

#### Universal / near universal

- Various human rights standards and instruments

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## Mechanisms of accountability

### Downward / Moral

Participatory processes	Participatory research and appraisals
• Planning	Participatory reviews and reflection as part of 360° feedback
• Implementation	• Social audits
• Review and reflection	Transparency boards
Open sharing of information	Democratised governance, primary stakeholder representation or voice in Boards, policy-making
Building primary stakeholders' capacity to participate	'Health checks'
• Timing	
• Resources	
• Language	
• Platforms	

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## Against the grain: Tales from Hanoi

Governance concerns the rules on how we relate to each other as fellow humans.

Power is a relationship.

And comes and is deployed in many forms.

#### Desideratum:

Commonly upheld rules on power, which check and balance its flows.