

GLOBAL GOVERNANCE AND THE RISE OF NGOs: THE ACCOUNTABILITY PARADOX

Presentation by:

Michael Arunga
Managing Director, MA Advance Limited
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Presentation



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Governance



The word “governance” evolved from the Latin verb “*gubernare*,” or the Greek word “*kubernaein*,” which means “to steer.”

Basing on its etymology, governance refers to the manner of steering or governing, or of directing and controlling, a group of people or a state.

Governance....



Governance is the making and implementation of rules, and the exercise of power, within a given domain of activity.

Governance....



Is the establishment of policies and continuous monitoring of their proper implementation, by members of the governing body of an organization. This includes mechanisms required to balance the powers of members (with the associated accountability), and the primary duty of enhancing prosperity and viability. (Business dictionary)

Global Governance



This refers to rule-making and power-exercise at a global scale, but not necessarily by entities authorized by general agreement to act. It can be exercised by states, religious organizations, and business corporations, as well as by intergovernmental and nongovernmental organizations.

Global Governance....



As there is no global government, global governance involves strategic interactions among entities that are not arranged in formal hierarchies. Without a global constitution, entities that wield power and make rules are often not authorized to do so by general agreement. Therefore, their actions are often not regarded as legitimate by those affected.

Global Governance....



Just as politics talks about governments, institutions, power, order, and the ideals of justice, governance deals with the public sector, power structures, equity, and ideals of public administration. Nevertheless, they are distinct from each other in the sense that politics is broader than governance.

What is an NGO?



An NGO is a 'voluntary' organisation that is registered under the NGOC Act. According to the statutory definition, NGOs are established solely for non-profit and non-commercial work either at a national or international level. In their mandates, NGOs are focused on creating benefits whose focus is the public rather than private individual entities.

Accountability



Accountability is the commitment of an individual or organization to

- (i) account for its activities and promises made,
- (ii) provide information, listen and empower its diverse stakeholders to actively participate and hold to account,
- (iii) accept responsibility for its decisions, and
- (iv) disclose the results in a transparent manner.

Five Strategic Questions



- Who are we accountable to?
- What have we committed ourselves to do?
- How are we doing? And how do we know?
- How transparent are we?
- How and when does our NGO contribute to and participate in initiatives to enhance the accountability of the sector?

NGO Assignments (NO/ Int)



- Government of Kenya/ Media 1991-1998
- World Vision Kenya 1998-2001
- Shelter Forum 2001 - 2005
- World Vision Kenya 2005-2006
- World Vision Sudan 2006-2008
- World Vision International 2008- 2013
- Consultancy 2014
- Global Accountability Reporting & Transparency 2015-2016
- MA Advance/ ASTICOM 2016 – To date

The Accountability Paradox



- Shelter Forum and the Intermediate Development Group
- Illegal demolitions in 2003/ Slum Upgrading
- Mr Documentaries in Niger
- Collusion in Tanzania
- Pilfering Resources (Africa's Culture?) – Internationally/ Local
- Disclosures (IATI)
- Annual Reports

Points to consider



□ Profile information:

- What are the primary activities for your NGO and their link to mission and vision.
- Name of organisation, contact person, reporting period, limitations of the report, etc
- Statement from CD –what the NGO wants to be held accountable for, how being accountable influences strategic decisions and improvement.
- INGO Accountability Charter

Points to consider...



- ❑ **Governance:**
 - Operational structure (geographic presence, organograph as appropriate)
 - Governance - structure, division of powers between Governance and executive, remuneration practice, conflict of interest, governance effectiveness, etc.
 - Awards received by office
 - Any significant changes during the reporting period

Points to consider...



❑ Financial disclosures

- Net revenue
- Resource allocations – are these aligned to priorities for the organisation?
- Any evidence of robust systems of accounting – internal and external controls to minimise risks??
- Scale of the office – total income and sources, emergencies responded to (number, beneficiaries), development programs etc

Points to consider...



- ❑ Financial disclosures – continue...
 - Expenditure (total, development, emergency, administration, fundraising, etc)
 - Anti-corruption policy and procedures (mechanisms in place)
 - Consider information on grants acquisition and management (% grants to total revenue, win rate, project spending, etc)

Points to consider...



❑ Program quality

- Involvement of affected population (in design, implementation, evaluation, decision-making, challenges in stakeholder engagement, etc)
- System for program monitoring, evaluation and learning - (measuring program effectiveness and impact), changes to programs.
- How do you ensure awareness of actual and potential effects of work on communities?

Program quality...



- ❑ Integration of gender and diversity into program design and implementation (identify stakeholders at risk being excluded from your work due to e.g. disability, ethnicity, poverty, illiteracy, age, gender)
- Advocacy work - Processes to formulate, communicate, implement, and change advocacy positions and campaigns
- Coordination with others– avoiding duplication and creating synergy

Points to Consider



□ Incident handling

- Incidents of corruption, bribery, protection, assets losses, etc and actions taken
- Feedback and complaints to policy breaches (encourage people to use the mechanism and number of complaints received)
- Channels for raising grievances/ Whistle blowing

Points to Consider



❑ Staff care

- Size and composition of total workforce
- Scale of the reporting organization -
- Procedures for local hiring and proportion of senior management hired from the local community
- Workforce training to support organizational development

Points to Consider



☐ Staff care – continued....

- Performance reviews and career development plans
- Diversity in your organisation displayed in the composition of governance bodies and employees.

☐ Climate change issues

- greenhouse gas emissions and plans to reduce
- environmental impacts of programmes and activities