



If you wait for tomorrow, tomorrow comes. If
you do not wait for tomorrow, tomorrow
comes.

Malinke people



Main principles of the CSO activity:
legitimacy, transparency and accountability

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LTA does not begin with LTA

Concept

Methods

Organisational
operations

- LTA is part of the culture and not just a series of procedures.
- To be legitimate in big things requires accountability and transparency in small ones.



Legitimacy

Our existence, activities and impacts are considered legal, normative, justifiable and appropriate by others:

- we're legal and have respective documents
- we're accepted and have a mission, a strategy and a plan of action
- we're valuable and have good people, competencies and relationships
- we're making sense and have achievements and reputation

We are legitimate as an institution.

We are legitimate on the topic.



Accountability

Accountability (answerability, responsibility, liability) means the requirement to accept responsibility to act based on agreed expectations.

Accountability is a summary of methods to achieve legitimacy which, in its turn gives a CSO the right to exist and act in the society.



Transparency

Openness of processes, procedures and values of CSOs, the proactive public disclosure and dissemination of information.

We're open, honest and communicative about:

- our mission, activities and organisation
- our people
- our achievements and plans
- what we know, who we represent and what we do.

Transparency is environment sensitive.

Transparency is a step to establish accountability.



Thinking LTA

OFF TRACK ↓↓

Trying to find reasons why cannot go LTA.

Looking for ways to mask problems rather than deal with them.

Thinking LTA is expensive, difficult and a procedure we have to do.

Making yourself and your staff feel anxious about LTA.

↑ FAST TRACK

Looking for potential and possibility.

Being prepared to honestly assess the LTA of your organisation.

Thinking LTA through your mission, strategy, activities and operations.

Enthusiasing yourself and your staff about the LTA process and culture.



Why go LTA?

WORLD

- **Post-recession** – choice, competition, donations, simplicity, governance etc.
- **Creation of global norms** – human rights, climate change, equality etc.
- Creation of **cultural practices** – CSR, GG.
- Information and **technology**.

CSO WORLD

- **Amount** of CSOs.
- **Occupation** of public and business spheres.
- **Access** to financial and political **resources**.
- Tangible **changes** in social justice.



4 hidden essentials

- The key features of a modern successful organisation are:
 - **intelligence** and the skill to actually use that;
 - **openness** in processes, approaches, communication and the implementation of ideas.
- The success factors are intangible and non-material:
 - TRUST
 - SECURITY
 - KNOWLEDGE
 - REASONABLE HABITS AND COMMON SENSE



Voluntary, not obligatory

Law and legitimacy
Law and transparency
Law and accountability

- Have sectoral sanctions for noncompliance;
- Have core standards (e.g. rule against distributing profit) in law;
- Be careful about imposing “good practice” standards in law, lest we end up infringing the freedom of association.



Not LTA

“ We have a good mission; we already are LTA.”

“LTA won’t be a problem for our CSO.”

“I don’t know how to do it and I do not have time.”

“Our environment doesn’t allow us to be LTA.”

“ We audit our finances, we already are LTA.”

“Hundreds of people need that.”

- Make sure that the information you give is accurate and based on knowledge.”

- If you want to participate in policy making, your legitimacy can be challenged. Be ready.

- Being LTA in one aspect does not mean that everything is OK.



LTA in practice

- **CSR-Europe:** support member companies in integrating CSR into the way they do business, every day (economic, environmental, **social**).
- **EU White paper on good governance (2001):** **transparency**, involvement, **accountability**, efficiency&effectiveness, coherence.
- **The European Foundation Centre (EFC) Principles of Good Practice:** **compliance**, governance, informed policies *et al*, stewardship, **disclosure** and communication, monitoring and evaluation, cooperation.
- **Accountability Charter of International Advocacy NGOs**, reports on compliance with the principles of the Charter: respect for universal principles, independence, responsible advocacy, effective programmes, non-discrimination, **transparency**, good governance, ethical fundraising, **professional management**.
- And several international, national, regional and sectoral materials, programmes and initiatives.



LTA programme mission

With the programme, we are trying to **sensitise** the CSOs to the LTA issues and enable them to gain access to **resources** to address them.

Specific LTA Programme objectives are coming from the needs of the civil society and identified by the CIVICUS strategic direction 2 to strengthen good practice within civil society.



LTA programme deliverables

PLATFORM

Website with a resource centre, tools, e-forum and other on-line resources;

Five networks of practitioners (CoPs) and Advisory Group;

COMMUNICATION

Papers, articles, presentations and a process-document;

A series of regional and international meetings on LTA and peer learning exchanges.



LTA tools

- 1) **Strategy and objectives**, e.g. statutes/ bylaws; mission, objectives, goals; strategy; has individual and/ or honours and follows sectoral values (codes, self-regulation process); made contracts public and legal control.
- 2) **Governance**, e.g. a board of trustees or other governing body; involvement of its members and/ or wider CSO community; part of or runs a platform or coalition building; auditing; has internal policies of financial and political independence and processes.
- 3) **Communication and networking**, e.g. internal and external communication channels; uses right channels for the right groups and does not withhold information; comes up with well-researched and evidence-based issues to avoid being pre-empted.



CSO that is LTA:

Organisation is legitimate if it makes sense, has respectable people, competence and knowledge of the topic (CV); organisation is accountable if it has processes and tools of reporting, participating, management and governance in place and/ or honours sectoral codes; and organisation is open, clear and honest about its work, decision-making, programmes, information, achievements and failures.



Take with you:

- LTA deals with you.
- LTA is organisation-wide.
- Not all is LTA.
- LTA is common sense.
- LTA is more culture than law.
- LTA is practical.
- Be positive about LTA.
- Take initiative and make use of LTA.

www.civicus.org/lt