



**one world trust**

## Working Paper: Overview of Accountability Initiatives

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The One World Trust promotes education, training and research into the changes required within global organisations in order to make them answerable to the people they affect and ensure that international laws are strengthened and applied equally to all.

Its guiding vision is a world where all peoples live in peace and security and have equal access to opportunity and participation. The Trust's work is centred on 3 programmes: Accountability, Peace and Security, Sustainable Development.

This paper aims to provide an overview of the wide range of initiatives that seek to promote the accountability of non-governmental organisations (NGOs), transnational corporations (TNCs) and intergovernmental organisations (IGOs). Each initiative is presented with a brief description and a link to the initiative's website that can be used to access more information. This resource section is intended to be an ongoing project to reflect new developments and innovations taking place in the accountability sector. It can be used as background information for further research into the accountability sector. If you would like to add more details or include a new initiative, please email [kdombrowski@oneworldtrust.org](mailto:kdombrowski@oneworldtrust.org).

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## I. Initiatives promoting the accountability of NGOs

### Introduction

Traditionally adopting the role of holding other decision-makers to account, non-governmental and non-profit organisations (NGOs/NPOs) have themselves come under increasing scrutiny over recent years. Issues surrounding the accountability of NGOs and the legitimacy of their claim to act as the voices of civil society were first debated in academic and research circles (for example by Michael Edwards from the Ford Foundation) before being taken up by the NGO community itself. The last few years have seen the proliferation of a broad range of initiatives, seeking to promote the accountability of the third sector. Apart from governmental regulatory moves, most of these NGO accountability initiatives tend to originate from within the sector and provide good examples of varying forms and degrees of self-regulation (for an overview see Robert Lloyd (2005) [The Role of NGO Self-Regulation in Increasing Stakeholder Accountability](#), One World Trust).

The focus on NGO conduct and accountability reflects the fact that these actors are now seen as yielding unprecedented influence in the national and international political sphere, and are able to draw on considerable financial and other resources. With increased influence comes greater responsibility and many NGOs recognise that they have to ensure that they themselves live up to the exalting standards they apply to other organisations. There are powerful practical imperatives for such applying standards of accountability to NGOs: one of the most important bargaining assets and sources of influences for NGOs is public trust. Allegations of corruption, bad governance and misuse of funds can prove fatal to individual NGOs but also pose serious challenges to their peers who depend on upholding the reputation of the sector.

### Included Initiatives:

Accountability, Learning and Planning System (ALPS)  
Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP)  
Australian Council for International Development Code of Conduct  
Canadian Council for International Cooperation Code of Ethics  
Code of Conduct for The International Red Cross/ Red Crescent Movement and NGOs in Disaster Relief  
Code of Ethics and Conduct for NGOs  
Code of Good Practice for NGOs Responding to HIV/AIDS  
Code of Good Practice in the Management and Support of Aid Personnel (People in Aid)  
Credibility Alliance (India)  
Guidestar UK  
Humanitarian Accountability Partnership International (HAP-I)  
Humanitarian Charter and Minimum Standards in Disaster Response (Sphere Project)  
Independent Sector Accountability Checklist (US)  
Keystone  
NGO Code of Conduct for Botswana  
NGO Watch  
Pakistan Centre for Philanthropy NPO Certification Programme  
Panel on the Nonprofit Sector (US)  
Philippine Council for NGO Certifications Code of Conduct  
Private Voluntary Organization (PVO) Standards  
South African NGO Coalition Code of Ethics  
Standards for Excellence (US)  
Who Counts? Campaign

Accountability, Learning and Planning System (ALPS)  
[http://www.actionaid.org/472/our\\_accountability\\_system.html](http://www.actionaid.org/472/our_accountability_system.html)

The Accountability, Learning and Planning System (ALPS) is used by ActionAid International to lay out a framework for

involving communities and partner organisations closely in all aspects of their programme work, including planning, budgeting, monitoring and reviewing. The system aims to put poor people at the centre stage in learning, analysing and responding to their own situation. ALPS therefore places a strong emphasis on developing and strengthening downward accountability to stakeholders on the ground.

ALPS can be understood as an “organisational charter of values and procedures that guide its planning and accountability strategies, the operational aspects, and the attitudes and behaviours it expects of its staff.” It consists of a set of core requirements for planning and accountability that all organisations operating under the umbrella of ActionAid International must adopt. To complement these, a series of principles exist that show how the core requirements can be met. ALPS relies on the notion of a learning organisation and aims to be as minimal and flexible as possible in order to allow for continual further development and innovation.

#### Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP)

<http://www.alnap.org>

The Active Learning Network for Accountability and Performance in Humanitarian Action aims to promote a culture of learning across the humanitarian sector in order to improve performance. ALNAP was established in 1997 and the Secretariat is located in the Overseas Development Institute in London. The Network currently has 51 full member and 450 observer members.

ALNAP is involved in a range of activities including the production of an annual Review of Humanitarian Action which monitors the performance of humanitarian action through a synthesis of evaluative reports provided by the membership. It also monitors the quality of the evaluations themselves using an ALNAP quality pro-forma, and works with agencies to improve their evaluation skills. The Secretariat hosts a comprehensive evaluative reports database and ALNAP's biannual meetings provide the membership with extensive opportunities for networking and learning on a range of issues. ALNAP also produces practical tools, such as guidance booklets and training modules, on subjects and themes prioritised by the membership.

#### Australian Council for International Development Code of Conduct

<http://www.acfid.asn.au/code/code.htm>

The Australian Council for International Development is an independent national association of Australian NGOs working in the field of international aid and development.

The ACFID Code of Conduct sets out standards on how organisations are managed, how they communicate with the public, and how they spend the funds they raise. In making sure that organisations are accountable, the Code ensures that public confidence is maintained in the way funds are used overseas and in Australia. Currently, about 110 agencies are signatories to the code. Only signatory organisations are eligible to apply for Australian government aid program funds through AusAID. An Independent ACFID Code of Conduct Committee is responsible for managing the Code of Conduct and the standards that it prescribes for signatories. The Committee consists of an independent chair, six representatives elected from aid and development agencies, and a representative of donors nominated by the Australian Consumers' Association. The Code of Conduct Committee monitors compliance to the Code in two ways:

- Investigation of complaints: Complaints may be initiated by any member of the public against a signatory agency. The Code sets out a clear process through which complaints are investigated and findings determined.
- Monitoring of annual reports: Code signatories are required to submit their annual report to the Committee each year for scrutiny and assessment against the minimum annual and financial reporting standards.

Where an organisation is found to have breached the Code, action is taken to address the problem. If a satisfactory outcome is not met, the Committee may publish its findings and the organisation withdrawn as a recognised signatory to the Code.

#### Canadian Council for International Cooperation Code of Ethics

<http://www.ccic.ca/e/002/ethics.shtml>

The Council comprises about 100 voluntary sector organisations. All CCIC members must adhere to a Code of Ethics. The Code covers conduct in the areas of partnership, governance, organizational integrity, finances, management

practice, human resources and fund-raising communications. As part of a broader Ethics learning model, the Code is complemented by the leadership of a committed CCIC Board of Directors providing active support from the top, a self-certification process through which each organisation assesses its level of compliance, and the Ethics Review Committee of the Board which plays an advisory role.

The model is implemented through means of self-reflection and peer accountability. The CCIC does therefore not play a direct monitoring role and the Ethics Review Committee does not have a mandate or an interest in taking direct disciplinary action. In extreme cases of non-compliance however, the CCIC Board of Directors may determine that an organisation is no longer eligible for membership.

Code of Conduct for The International Red Cross/ Red Crescent Movement and NGOs in Disaster Relief  
<http://www.ifrc.org/publicat/conduct/code.asp>

This Code of Conduct was developed and agreed upon by eight of the world's largest disaster response agencies in 1994. It is being used by the International Federation to monitor its own standards of relief delivery and to encourage other agencies to set similar standards. Over 350 NGOs are signatory to the Code.

The Code of Conduct lays down 10 points of principle which all NGOs should adhere to in their disaster response work, and goes on to describe the relationships agencies working in disasters should seek with donor governments, host governments and the UN system. The Code is voluntary and self-policing. NGOs are expected to commit themselves publicly to the code. The code can also be used by governments and donor bodies as a yardstick against which to measure the conduct of the agencies they work with.

Code of Ethics and Conduct for NGOs  
<http://www.wango.org/activities/codeofethics.aspx?page=0>

The World Association of NGOs (WANGO) is an international organization uniting NGOs worldwide in the cause of advancing peace and global well being. The Association's mission is to serve its member organizations, strengthen and encourage the non-governmental sector as a whole, increase public understanding of the non-governmental community, and provide the mechanism and support needed for NGOs to connect, partner, and multiply their contributions to solve humanity's basic problems. It has members in over 150 countries. The Code of Ethics Project was initiated by WANGO at the 2002 Annual Conference in Washington D.C. An international committee of NGO leaders from 42 nations, representing the wide spectrum of the NGO community, was established for the development of a set of fundamental principles, operational principles, and standards which can guide the actions and management of NGOs. The current version of the Code was completed in March 2005. It is understood that the Code remains an evolving work, which will be revised as necessary. It is designed to be broadly applicable to the whole NGO community.

Code of Good Practice for NGOs Responding to HIV/AIDS  
<http://www.ifrc.org/what/health/hivaids/code/index.asp>

The Code provides guiding principles and operational principles, and outlines good practice principles for HIV/AIDS services, programmes and advocacy. Supporting NGOs that sign on to the Code agree to be held accountable to the principles outlined in the Code and promote the utilization of the Code in their work with other NGO partners.

The head of the organisation that wants to sign up to the Code is expected to make a formal, written commitment on behalf of the NGO to implement the Code of Practice. Accountability will be incorporated into the implementation stage through a process of social audit.

Code of Good Practice in the Management and Support of Aid Personnel (People in Aid)  
[www.peopleinaid.org/code/](http://www.peopleinaid.org/code/)

People In Aid is an international network of development and humanitarian assistance agencies. The Code of Good Practice in the management and support of aid personnel is a tool to help agencies offer better development aid and disaster relief to communities in need, and constitutes an important element of their efforts to improve standards, accountability and transparency. It applies to the development and humanitarian assistance sector.

The Code comprises 7 principles defined by indicators which are monitored and assessed by agencies. Recognised "kitemarks" are awarded to agencies that are implementing the Code. The "kitemarks" reflect the agency's commitment and achievement, the latter being verified through a "social audit" process involving staff and other stakeholders. People In Aid is a global network of more than 85 NGOs and supports agencies through workshops, publishing guidelines, conducting research and exchanging information between its members.

#### Credibility Alliance (India)

[www.credall.org.in](http://www.credall.org.in)

Credibility Alliance is an Indian consortium of voluntary organisations committed towards enhancing accountability and transparency in the voluntary sector through good governance. The initiative emerged as an independent non-profit organisation, after an extensive two-year consultative process involving thousands of voluntary organisations all over India. Credibility Alliance aims to build trust among all the stakeholders through improving governance and accountability in the voluntary sector. The organisation sets norms or standards of governance which operate on the principle of self-regulation. In the development of suitable norms, Credibility Alliance relies on participatory and voluntary processes among its members. In addition, Credibility Alliance is developing an Accreditation System based on the norms to strengthen and enhance the legitimacy and the credibility of individual organisations the sector. Capacity building initiatives required to equip voluntary organisations to meet the norms shall also be promoted.

#### Guidestar UK

[www.guidestar.org.uk](http://www.guidestar.org.uk)

In November 2005, GuideStar UK will launch the UK's most comprehensive charity search engine, [www.guidestar.org.uk](http://www.guidestar.org.uk). Funded by government and supported by leading charities, the new website brings together existing information about the activities and finances of 167,000 charities in one place for the first time, displayed in a way that is easy to read and understand. The website will be free to charities and users. Charities will be able to add to their entries on-line.

An innovative search engine will make it possible for users to search for a charity using keywords and by a wide variety of criteria including cause, size of charity, location and beneficiary group. GuideStar UK will be an important new resource for local and central government, researchers, donors, grantmakers and the public. People in need will have an easy way to find a source of help or support.

#### Humanitarian Accountability Partnership International (HAP-I)

<http://www.hapinternational.org/en/pages.php?IDcat=10>

Launched in 2003, Humanitarian Accountability Partnership International (HAP-I) is a partnership of member agencies that share a commitment to making humanitarian action accountable to its intended beneficiaries. It presents the humanitarian sector's first self-regulatory body. The organization is based in Geneva. It has 11 full members and 4 associate members.

HAP-I has launched a process to identify quality management and accountability indicators to be used in a voluntary process of validation. This might form the basis of a quality management and accountability certification system. A condition of membership of HAP-I is a commitment to apply HAP-I's Principles of Accountability. However, at present there are no agreed indicators or benchmarks that the membership and the Secretariat can use to make consistent and consensual judgments concerning compliance with the Accountability Principles. In June 2004 the HAP-I Board approved an 18 month project to develop a "Manual of Humanitarian Accountability" (working title only) which would include a set of actionable and verifiable indicators for, and good practices in the application of the HAP-I Principles of Accountability. In order to create such a tool a consultative process is underway, drawing on interested humanitarian workers, quality management standards specialists and committed senior managers, drawn both from HAP-International member agencies and other interested parties, who will form an Accountability Reference Group.

The Reference Group members will contribute to the development process through interaction via e-mail and telephone discussion, coupled with attending workshops planned for the production of the Manual.

#### Humanitarian Charter and Minimum Standards in Disaster Response (Sphere Project)

[www.sphereproject.org](http://www.sphereproject.org)

The Sphere Project was launched in 1997 by a group of humanitarian NGOs and the Red Cross/ Red Crescent Movement. The Project consists of three things: a handbook, a broad process of collaboration and an expression of commitment to quality and accountability. The handbook contains standards for four sectors: Water/ Sanitation and Hygiene Promotion; Food Security; Nutrition and Food Aid; Settlement and non-Food Items and Health Services. The cornerstone of the handbook is the Humanitarian Charter, which lists the rights of people living in disaster areas. The Code of Conduct for the International Red Cross/ Red Crescent Movement and Non-Governmental Organisations in Disaster Relief (see below) is an annex in the Sphere handbook.

Sphere does not have formal members and is 'owned' by those who use it. This ownership is based on the informal acknowledgement of added value. There is no formal compliance mechanism to ensure adherence to the standards.

#### Independent Sector Accountability Checklist

<http://www.independentsector.org/issues/accountability/Checklist/index.html>

Independent Sector is the leadership forum for charities, foundations, and corporations strengthening not-for-profit initiative, philanthropy and citizen action. On its website Independent Sector offers tools, resources, and links to help nonprofits and foundations improve practice and self regulation, as well as information on proposals being considered by policymakers to strengthen legislative and regulatory oversight. These tools include the "accountability checklist" which NGOs can use to assess their own accountability. The checklist includes criteria such as staff and board training to foster a culture of accountability and transparency, the publication of a code of ethics and values on the website, a publicized conflict of interest policy, independent auditing of financial statements, a whistleblower policy etc.

#### Keystone

[www.keystonereporting.org](http://www.keystonereporting.org)

Keystone is a self-governing multi-constituency initiative currently hosted by AccountAbility. Keystone is building a method that drives learning and accountability within organizations by requiring them to frame their activities within a coherent theory of social change, to be inclusive in their engagement with stakeholders, and transparent and open in their public reporting. Keystone's method aims to change the way an organization's performance is assessed by emphasizing learning relationships with other actors, and the way this directs and improves its strategy, activities and outcomes towards greater social justice.

#### NGO Code of Conduct for Botswana

<http://www.gdrc.org/ngo/codesofconduct/botswana-ngocode.html>

The Code outlines commitment in the following areas (among others): establishing an enabling environment, values, transparency, governance, accountability, financial management, management of human resources, NGO management, capacity building, networking, co-ordination, co-operation and communication among and between NGOs.

NGOs collectively and individually are responsible for monitoring themselves and their performance in relation to the requirements of the Code of Conduct.

#### NGO Watch

[www.ngowatch.org](http://www.ngowatch.org)

NGO Watch is a collaborative project of the American Enterprise Institute and the Federalist Society for Law and Public Policy Studies. Its website aims to compile factual data about non-governmental organisations, including analysis of relevant issues, treaties, and international organizations where NGOs are active.

#### Pakistan Centre for Philanthropy NPO Certification Programme

<http://www.pcp.org.pk/certification.html>

This certification programme is not only the first of its kind in Pakistan but also in the South Asian region. The programme aims to facilitate credible non-profit organisations (NPOs) in diversifying their resource base and expanding their



programmes for social development. Organisations are certified if they exhibit exemplary standards in organisational effectiveness. The NPOs are independently evaluated in the critical areas of internal governance, financial management and programme delivery. Certified organisations are promoted by the Centre through its website and databases. This helps donors (individual, corporate, diaspora and international) and the government in identifying credible partners for social development. Certification also forms the basis for the NPOs to claim tax benefits from the Central Board of Revenue (CBR). For those organisations that fail to meet the standards, the Centre builds linkages with specialised capacity building organisations that help the NPO build its capacity to meet certification standards.

#### Panel on the Nonprofit Sector

[www.nonprofitpanel.org](http://www.nonprofitpanel.org)

The Panel on the Nonprofit Sector was formed by Independent Sector in October 2004 at the encouragement of the US Senate Finance Committee. The Panel's mission is to prepare recommendations for Congress to improve the oversight and governance of charitable organisations. The Panel is comprised of 24 non-profit and philanthropic leaders in the US. It also receives support and advice from an Expert Advisory Group, a Citizens Advisory Group and five subject-specific work groups. The work of the Panel with the support of these groups will focus on studying and providing recommendations on governance, transparency and financial accountability.

#### Philippine Council for NGO Certification

[www.pcnc.com.ph](http://www.pcnc.com.ph)

PCNC or the Philippine Council for NGO Certification is a private, voluntary, non-stock, non-profit corporation that serves as a service organization whose main function is to certify non-profit organizations that meet established criteria for financial management and accountability in the service to underprivileged Filipinos.

PCNC was established by six of the country's largest national NGO networks and is authorized by the Department of Finance to certify non-profit organizations applying for donee institution status. NGOs formally apply to the PCNP for certification and are then subject to an evaluation process, which includes site visits by an evaluation team. If the applicant NGO meets the minimum requirements for certification, it is awarded a three- or five-year certification and the PCNC Board informs the Bureau of Internal Revenues which then issues to the organization a certification of donee institution status.

#### Private Voluntary Organization (PVO) Standards

<http://www.interaction.org/pvostandards/index.html>

InterAction (the American Council for Voluntary Action) is the largest alliance of US-based international development and humanitarian NGOs. The PVO Standards are a set of ethical guidelines covering governance, financial reporting, fundraising, public relations, management practice, human resources and program services. Over 160 NGOs have signed up to the Standards.

A board-level committee oversees the PVO standards, as well as member compliance with the PVO standards. By agreement among members, the CEO and/or chairperson of each member NGO must certify compliance annually with the standards. Member agencies that do not show compliance with this policy will face suspension from membership until they submit their self-certification compliance form. Members that cannot achieve full compliance with the standards or demonstrate that there are taking concrete steps towards achieving compliance within a year face possible suspension from membership.

The PVO standards are also applied in the Child Sponsorship Accreditation Project with five participating child sponsorship organisations (Plan USA, World Vision, Christian Children's Fund, Children International, Save the Children). Since 2005, the project relies on third party verification of compliance with the PVO standards and breaks new ground with respect to external certification of compliance with any set of standards by a group of international NGOs. [Giunta, Ken]

#### South African NGO Coalition Code of Ethics

[www.sangoco.org.za](http://www.sangoco.org.za)

The South African NGO Coalition (SANGOCO) is the largest single umbrella organisation of NGOs in the Southern African region. Its Code of Ethics covers values, governance, accountability, management and human resources, finance, and resources. All member organisations of SANGOCO agree to adhere to the Coalition's Code of Ethics.

Standards for Excellence (US)

[http://www.standardsforexcellenceinstitute.org/public/html/explore\\_a.html](http://www.standardsforexcellenceinstitute.org/public/html/explore_a.html)

The Standards for Excellence Program is an initiative by the US-based Standards for Excellence Institute. The Standards exceed the minimum legal requirements by establishing new benchmarks to quantify how well managed and responsibly governed nonprofits should operate. Comprehensive educational materials, public education efforts, and a certification program were developed to support the Standards. The Standards Code covers comprehensive aspects of nonprofit operations. It serves as a reference point that board members and staff can use to independently assess their own performance.

Who Counts? Campaign

<http://www.mango.org.uk/whocounts/index.asp>

This campaign was launched in April 2005 by Mango, a charity which helps NGOs to strengthen their financial management by providing training, carefully selected finance staff and guides to good practice. The campaign encourages NGOs to implement financial reporting to beneficiaries. Evidence shows that it improves effectiveness and reduces the chance of waste. The website provides resources such as examples of good practice and "how-to" guides that NGOs can use to improve their financial reporting.



## II. Initiatives promoting the accountability of TNCs

### Introduction

The differences between initiatives relating to corporate accountability, corporate responsibility, corporate citizenship and good governance are not always clear. While the notion of corporate accountability is sometimes used in the regulatory sense of “holding to account”, this approach ignores voluntary initiatives aiming to “provide account” to a wide range of stakeholders. Peter Utting from the United Nations Research Institute for Social Development (UNRISD) draws the distinction to CSR approaches by arguing that “corporate accountability implies ‘answerability’, or an obligation to answer to different stakeholders, and some element of ‘enforceability’, where non-compliance results in some sort of penalty.”

At the most general level, the initiatives listed below aim to go beyond accountability for business performance to shareholders only and look at the broader social and environmental impacts of corporate activity. They therefore also reflect the awareness that TNCs should have effective accountability relationships with a larger range of stakeholders, ranging from employees, affected communities to the public at large. The ways in which such accountability relationships are constructed, upheld and enforced vary considerably. They may constitute vague aspirational codes of good practice, codes of conduct forming one element of membership of a professional body or industry association, reporting guidelines, multi-stakeholder fora or modes of external verification.

The most obvious actors holding corporations to account are governments. Such legislative regulatory approaches are not included in the accountability initiatives listed below. Located in the civil society and/or market sphere, corporate accountability initiatives as understood here may be conducted by “external” actors, such as NGOs, or implemented by corporate actors themselves, either individually or together with peers. It is worth noting however, that such attempts at self-regulation are generally the result of external pressures, be it through NGO campaigns or the threat of governmental regulatory moves.

The initiatives listed below do not cover multilateral initiatives impacting on corporate conduct, such as the Global Compact, the UN Human Rights Norms, the OECD Guidelines, ISO 14001 and others. These are covered in the overview by Desiree Abrahams (2004) Regulating Corporations: A Resource Guide (pp.12-25). To view the article, click [here](#).

Petter Utting’s paper Rethinking Business Regulation: From Self-Regulation to Social Control (Technology, Business and Society; Programme Paper Number 15; September 2005) can be downloaded [here](#).

The European Corporate Governance Institute provides a very comprehensive overview of national and some international corporate codes: [http://www.ecgi.org/codes/all\\_codes.php](http://www.ecgi.org/codes/all_codes.php)

### Included Initiatives:

- AA 1000 Framework
- BankTrack
- Business Charter for Sustainable Development (ICC)
- Business in the Community
- Business Principles for Countering Bribery (TI)
- Caux Round Table Principles for Business
- CERES Principles
- Clean Clothes Campaign
- Corporate Responsibility Coalition (CORE)
- Corporation 2020
- CorpWatch
- Ethical Trading Initiative (ETI) Base Code
- Equator Principles
- Extractive Industries Transparency Initiative
- Fair Labor Association Workplace Code of Conduct
- Global Reporting Initiative
- Global Sullivan Principles

International Council on Mining and Metals (ICMM) Principles  
International Council of Toy Industries' (ICTI) Code of Business Practice  
Joint Initiative on Corporate Accountability and Workers' Rights  
Oxfam Australia Mining Ombudsman  
Publish What You Pay  
Responsible Care Ethic and Codes of Practice  
Social Accountability International  
World Business Council for Sustainable Development  
World Federation of the Sporting Goods Industry Model Code of Conduct  
Worldwide Responsible Apparel Production Certification Program (WRAP)

#### AA 1000 Framework

<http://www.accountability.org.uk/aa1000/default.asp>

The AA 1000 framework was produced by the Institute for Social and Ethical Accountability (also known as AccountAbility) in 1999. AccountAbility works to promote accountability and promote ethical behaviour in business and non-profit organisations. The AA 1000 Framework is designed to improve performance by learning through stakeholder engagement. AA 1000 is an accountability standard, focused on securing the quality of social and ethical accounting, auditing and reporting. It comprises principles and a set of process standards. Organisations are encouraged to integrate their stakeholder engagement processes into their daily activities. The AA 1000 Series builds on the Framework by combining it with an evolving programme of specialised modules.

#### BankTrack

<http://www.banktrack.org>

BankTrack is a network of civil society organisations and individuals tracking the operations of the private financial sector and its effect on people and the planet. Its vision is based on the Collevocchio Declaration, which has been endorsed by over 200 civil society groups and calls on financial institutions to embrace commitments relating to sustainability, responsibility, accountability, transparency, good governance and the minimisation of negative social and environmental impacts. BankTrack aims to research into and educate civil society on the activities of the financial sector and their social and environmental effects, and to facilitate joint action by NGOs. Concurrently, it seeks to inform the private financial sector on the expectations of global civil society regarding environmentally sound and socially just business practices.

#### Business Charter for Sustainable Development (ICC)

[http://www.iccwbo.org/home/environment\\_and\\_energy/charter.asp](http://www.iccwbo.org/home/environment_and_energy/charter.asp)

Intended to help business around the world improve its environmental performance, the Charter was formally launched by the International Chamber of Commerce (ICC) in 1991. It consists of 16 principles for Environmental Management, intended as guidance for businesses that want to build their own integrated environmental management systems. The principles are voluntary and the ICC does not operate as an enforcement body.

#### Business in the Community

[http://www.bitc.org.uk/about\\_bitc/index.html](http://www.bitc.org.uk/about_bitc/index.html)

Business in the Community is an independent, UK-based, business-led charity with over 700 member companies. The initiative operates through a network of 98 local business-led partnerships. Members of Business in the Community commit to the continual improvement of their company's impact on society. In the UK, Business in the Community members employ over 1 in 5 of the private sector workforce. In addition to its membership, the organisation work with another 1,600 companies across the UK. Business in the Community offers advisory services and support in shaping corporate responsibility policies, practices and impact. The organisation also publishes the annual Corporate Responsibility Index that benchmarks each company against its peers and helps to identify areas for improvement.

### Business Principles for Countering Bribery (TI)

[http://www.transparency.org/building\\_coalitions/private\\_sector/business\\_principles.htm](http://www.transparency.org/building_coalitions/private_sector/business_principles.htm)

The Business Principles for Countering Bribery is an initiative facilitated by Transparency International and Social Accountability International (SAI). Their development is overseen by a Steering Committee drawn from companies, NGOs, Trade Unions and academia. The Business Principles aim to provide a practical tool to which companies can look for a comprehensive reference to good practice to counter bribery. The principles are seen as a "living document" and expected to evolve over time to reflect changes in anti-bribery practice as well as the lessons learned from their use and application by business. The Principles are supported by a number of tools, including a six-step implementation process.

### Caux Round Table Principles for Business

<http://www.cauxroundtable.org/principles.html>

The Caux Round Table is an international network of "principled business leaders working to promote a moral capitalism". At the company level, the Caux Round Table promotes the application of Caux Round Table Principles for Business "as the cornerstone of principled business leadership". The objective of the principles is to establish a world standard against which business behaviour can be measured. Participating companies can make use of a specially designed process (consisting of a Self-Assessment and Improvement Process) intended to incorporate the CRT principles into the company culture. The principles aim to bring together the ethical ideal of kyosei, a Japanese term for the concept of working together for the common good, and human dignity which stresses the value of each person as an end in his-or herself.

### CERES Principles

<http://www.ceres.org/coalitionandcompanies/principles.php>

CERES (the Coalition for Environmentally Responsible Economies) announced the creation of the Principles (initially named Valdez Principles, later renamed CERES principles) in 1989. They constitute a ten-point code of corporate environmental conduct to be publicly endorsed by companies as an environmental mission statement or ethic. Today, over 65 companies are endorsing the principles and committing to a concurrent process of continuous learning and systematic public reporting. Endorsing companies can benefit from having access to a diverse array of experts in the network, covering a wide range of organisational and environmental issues.

### Clean Clothes Campaign

<http://www.cleanclothes.org/>

The Clean Clothes Campaign brings together NGOs (consumer, research, women's, fair trade and youth organisations, solidarity groups, churches, etc) and trade unions in a number of European countries. The campaign is coordinated by the international secretariat in the Netherlands. The Clean Clothes Campaign works to improve working conditions and to empower workers in the global garment industry. This is done through putting pressure on companies, supporting workers, trade unions and NGOs, raising awareness among consumers and lobbying for tighter regulation of companies. It has also developed a model code of conduct (the Code of Labour Practice for the Apparel Industry Including Sportswear) as a common framework for lobbying efforts. The model code of conduct includes demands for monitoring and verification of labour standards.

### Corporate Responsibility Coalition (CORE)

<http://www.corporate-responsibility.org/>

The Corporate Responsibility (CORE) Coalition set up in 2001, represents over 130 charities and campaigning organisations such as Amnesty International UK, Friends of the Earth, Christian Aid and War on Want, faith-based groups like Christian Ecology Link, community organisations such as the National Federation of Women's Institutes, unions such as AMICUS, GMB, UNISON and TGWU, businesses such as Unity Trust Bank, academic institutions like the University of Dundee and elected representatives - local councillors, members of the UK Parliaments and Assemblies and Members of the European Parliament. The Coalition is calling for new laws to regulate corporations in three areas: mandatory sustainability reporting; expanding the legal requirement of director's duties to include a specific duty of care for both communities and the environment; allow affected communities abroad to be protected under UK law and be able to seek compensation, for any human rights or environmental abuses committed by UK companies or their overseas subsidiaries or associates.

## Corporation 2020

<http://forums.seib.org/corporation2020/>

Corporation 2020 is a multi-stakeholder initiative that seeks to develop and foster corporate designs that integrate social purpose into the heart of a business organisation. Corporation 2020 wants to overcome the dichotomy of government regulation and free markets and posits a third way, system redesign, as an alternative for business. This path recognises the historical and legitimate public role in corporate design and strives to embed social purpose in corporate culture in order to create long-term wealth. To this end, the initiative aims to create international benchmarks to inspire and guide governments, multilateral organisations, civil society and corporations themselves toward transformative change in corporate design.

## CorpWatch

<http://www.corpwatch.org>

CorpWatch is an online magazine and resource centre designed to provide activists, journalists, students, teachers and policy makers with an array of tools to investigate and analyze corporate activity. On its website, it seeks to document the social, political, economic and environmental impacts of large transnational corporations. CorpWatch defines its mission as countering corporate-led globalisation through education, network-building and activism.

## Ethical Trading Initiative (ETI) Base Code

[www.eti.org.uk](http://www.eti.org.uk)

The Ethical Trading Initiative (ETI) is a multi-stakeholder initiative bringing together companies, NGOs and trade union organisations. The aim of the initiative is to promote and improve the implementation of corporate codes of practice which cover supply chain working conditions. The ETI Base Code and the accompanying Principles of Implementation form the underpinnings of these efforts. The Base Code consists of nine clauses which reflect the most relevant international standards with respect to labour practices. The Principles of Implementation set out general principles governing the implementation of the Base Code.

## Equator Principles

<http://www.equator-principles.com/>

The Equator Principles, a voluntary set of guidelines, present an industry approach for financial institutions in determining, assessing and managing environmental and social risk in project financing. The Equator Banks are not an official organisation but rather a loose correlation of individual project finance banks who have adopted the Equator Principles to minimise the environmental and social impact of project finance transactions. As an external benchmark, the principles use the World Bank and IFC sector-specific pollution abatement guidelines and IFC safeguard policies. Adopting financial institutions individually declare that they have or will put in place internal policies and processes that are consistent with the Equator Principles. The Equator Principles only apply to projects which cost \$50 million or more.

## Extractive Industries Transparency Initiative

[www.eitransparency.org](http://www.eitransparency.org)

The Extractive Industries Transparency Initiative is a multi-stakeholder initiative, with partners from governments, international organizations, companies, NGOs, investors, and business and industrial organizations. The initiative supports improved governance in resource-rich countries through the full publication and verification of company payments and government revenues from oil, gas and mining.

## Fair Labor Association Workplace Code of Conduct

<http://www.fairlabor.org/>

The Fair Labor Association (FLA) is a non-profit organization based in the United States, combining the efforts of industry, non-governmental organizations (NGOs), colleges and universities to promote adherence to international labour standards and improve working conditions worldwide. The FLA conducts independent monitoring and verification to ensure that the FLA's Workplace Standards are upheld where FLA company products are produced. Through public reporting, the FLA provides consumers and shareholders with credible information to make responsible buying decisions. Its Code of Conduct condemns forced labour, child labour, harassment and abuse, and calls for non-discrimination, health and safety procedures, and freedom of association among others.

#### Global Reporting Initiative

<http://www.globalreporting.org/about/brief.asp>

The Global Reporting Initiative (GRI) is a multi-stakeholder process and independent institution whose mission is to develop and disseminate globally applicable Sustainability Reporting Guidelines. These Guidelines are for voluntary use by organisations for reporting on the economic, environmental, and social dimensions of their activities, products, and services. The GRI incorporates the active participation of representatives from business, accountancy, investment, environmental, human rights, research and labour organisations from around the world. Started in 1997, GRI became independent in 2002, and is an official collaborating centre of the United Nations Environment Programme (UNEP) and works in cooperation with UN Secretary-General Kofi Annan's Global Compact.

#### Global Sullivan Principles

<http://www.thesullivanfoundation.org/gsp/default.asp>

The Global Sullivan Principles of Social Responsibility (GSP) is a voluntary code of conduct that seeks to enhance human rights, social justice, the protection of the environment and economic opportunity for all workers, in all industries, in all nations. The Principles were designed to be adopted on a voluntary basis, by all types of organizations around the globe, with the spirit of exchanging ideas so that society as a whole can benefit.

Endorsers of the Global Sullivan Principles are expected to maintain a continuous commitment to each of the eight Principles, within the laws and customs of each country where they hold operations, including the implementation of internal policies, procedures, training and reporting structures.

#### International Council on Mining and Metals (ICMM) Principles

[http://www.icmm.com/icmm\\_principles.php](http://www.icmm.com/icmm_principles.php)

The ten principles were approved by the International Council on Mining and Metals (ICMM) in May 2003. The ICMM's corporate members have to commit themselves to measure their sustainable development performance against the principles.

The principles concern issues of ethics, integrating sustainable development, human rights, risk management, health and safety, environmental performance, biodiversity and land use, product stewardship, community development and disclosure. ICMM has worked with the Global Reporting Initiative (GRI) to develop a Mining and Metals Sector Supplement to accompany the GRI 2002 Sustainability Reporting Guidelines. Together with the Guidelines, the Supplement will include indicators to allow tracking of performance against the Principles.

#### International Council of Toy Industries' (ICTI) Code of Business Practice

[http://www.icti-care.org/resources/business\\_practices.htm](http://www.icti-care.org/resources/business_practices.htm)

The purpose of the International Council of Toy Industries' (ICTI) Code of Business Practice, by means of its ICTI CARE Process, is to enable the worldwide toy industry to assure consumers that its products are manufactured in safe and humane manufacturing environments. To achieve this, its intent is to provide a single, fair, thorough and consistent monitoring program for toy factories. The ICTI CARE Process begins with the ICTI Code of Business Practices, Monitoring Protocol and Guidance Document and runs straight through to the periodic certification/recertification of factories that comply. ICTI works through its member associations to assist individual member companies to enter the ICTI CARE Process and bring its supply chain members into compliance. It also acts to encourage local and national governments to enforce wage and hour laws and factory health and safety laws.

#### Joint Initiative on Corporate Accountability and Workers' Rights

<http://www.jo-in.org/index.shtml>

The Joint Initiative brings together key organisations (Clean Clothes Campaign, Ethical Trading Initiative, Fair Labour Association, Fair Wear Foundation, Social Accountability International and Workers Rights Consortium) involved in the international effort to improve working conditions in global supply chains. The Joint Initiative aims to maximise the effectiveness and impact of multistakeholder approaches to the implementation and enforcement of codes of conduct, explore possibilities for closer co-operation between the organizations and share learning on the manner in which voluntary codes of labour practice contribute to better workplace conditions in global supply chains.

Oxfam Australia Mining Ombudsman

<http://www.oxfam.org.au/campaigns/mining/ombudsman/index.html>

The Mining Industry Ombudsman was set up by Oxfam Australia in February 2000 to assist members of local and indigenous communities affected by mining activities whose basic human rights are being threatened by the operations of Australian-based or Australian Stock Exchange (ASX)-listed mining companies. The initiative aims to assist affected citizens to know their rights under international law and apply pressure on the Australian mining industry to operate in such a way as to better protect the basic human rights of members of mining-affected communities. The principle objective of the initiative is therefore to create opportunities for men and women, who may live in remote areas with limited access to high-level company decision-makers, to communicate their grievances to these decision-makers with the aim of resolving any conflicts and increasing the accountability of companies to local communities.

Publish What You Pay

[www.publishwhatyoupay.org](http://www.publishwhatyoupay.org)

The Publish What You Pay campaign (PWYP), which is supported by an international coalition of 300 NGOs, aims to help citizens of resource-rich developing countries hold their governments accountable for the management of revenues from the oil, gas and mining industries. Greater transparency over the payment and receipt of natural resource revenues is a vital first step to improving governance, reducing poverty and combating corruption in the more than 50 resource-rich developing countries around the world.

PWYP calls for the proposed "International Financial Reporting Standard for the Extractive Industries" to include a requirement that extractive industry companies disclose in their accounts all payments that they make to the governments of all countries of operation. This disclosure should include royalties, taxes, signature bonuses, duties, profit shares and other payments. Any significant payments in kind should also be disclosed.

PWYP's "Measuring Transparency" project, launched by Save the Children UK, has developed a standard to assess the performance of companies and governments in support of revenue transparency. It also provides a framework to track their progress over time. The project's results highlight the leaders and laggards in both the extractive industry and between several countries. The framework will be used by investors, NGOs, ratings agencies and other relevant actors to pressure companies and governments for greater transparency.

Responsible Care Ethic and Codes of Practice

<http://www.ccpa.ca/ResponsibleCare/Codes.aspx>

The Responsible Care Initiative was established by Canada's Chemical Producers' Association (CCPA) in 1985 to address public safety concerns relating to chemicals following the Bhopal disaster in India in December 1984. Each member and partner company must commit to implement the ethic and codes of practice of Responsible Care within three years of joining CCPA. Leadership groups consisting of the most senior executives in the member companies meet quarterly to discuss problems and successes and to exert peer pressure. If a company fails to meet the Responsible Care commitments, its membership may be removed at the request of these leadership groups.

Social Accountability International

<http://www.sa-intl.org/index.cfm?&stopRedirect=1>

Social Accountability International (SAI) is an international, multi-stakeholder, non-profit, human rights organisation working to promote the ethical treatment of workers around the world. To this end, its flagship social responsibility system, called SA8000, is designed to ensure implementation of the highest workplace quality and ethical sourcing standards by integrating management tools that serve the needs of workers and businesses alike. In its work, SAI brings together key stakeholders to maintain and improve consensus-based ethical workplace standards, accredits qualified organisations to verify compliance with SA8000, provides social performance training, develops country-specific programs and convenes regional and annual conferences to build multi-stakeholder partnerships for sustainable improvement.

World Business Council for Sustainable Development

[www.wbcsd.ch](http://www.wbcsd.ch)

The World Business Council for Sustainable Development is a coalition of 175 international companies from 35 countries and 20 major industrial sectors, united by a shared commitment to sustainable development. Member companies pledge their support and contribution to the WBCSD by making available their knowledge and experience, and appropriate human resources. They are asked to publicly report on their environmental performance and to aspire to widen their



reporting to cover all three pillars of sustainable development -- economic, social and environmental. The WBCSD runs an Accountability and Reporting Project which started in 2002 and has involved more than 60 member companies. It includes a conceptual framework that integrates sustainability with broader business accountability, a series of case studies to show how accountability for sustainable development is implemented across business functions, and a consultation and engagement stream with a range of non-business players (NGOs, academics, investors).

World Federation of the Sporting Goods Industry Model Code of Conduct

[http://www.wfsgj.org/main\\_pages/wfsgj/codes/Code\\_conduct.pdf](http://www.wfsgj.org/main_pages/wfsgj/codes/Code_conduct.pdf)

The World Federation of the Sporting Goods Industry currently consists of a diverse membership from over 50 countries, including large international sports companies and small national companies. The WFSGI's Committee on Ethics and Fair Trade (CEFT) developed a Model Code of Conduct in 1997 following consultation with its constituent federations and other members, and on going dialogue with international agencies and non-governmental organizations. The Code was designed as a model for companies committed to ensuring that their operations satisfy the highest ethical standards in the global marketplace, and since 1997 many members companies have introduced their own codes and are monitoring compliance with those codes using internal and external monitors. In view of developments in thinking and dialogue on international trade since 1997, and as a result of further dialogue with external organizations representing the rights of workers and children, WFSGI decided to revise the Code in 2000. The International Federation of Football (FIFA) is also using this Code of Conduct in its licensing contracts.

Worldwide Responsible Apparel Production Certification Program (WRAP)

<http://www.wrapapparel.org/modules.php?name=Content&pa=showpage&pid=3>

Headquartered in Arlington, Virginia, WRAP is an independent, non-profit organization dedicated to the certification of factories engaged in lawful, humane and ethical manufacturing throughout the world. The WRAP Certification Program is based on 12 Production Principles focusing on compliance with local laws, workplace regulations, universal workers' rights, the environment, customs compliance and security. Factories that demonstrate proper adoption, deployment and monitoring of all 12 Production Principles receive certification for one year. The certificate applies to the individual factory, not a parent company or brand. With this comprehensive factory-based model, WRAP has become the world's largest facility certification program focused on workplace conditions, with over 1000 factories in more than 60 countries participating in the Certification Program



### III. Initiatives promoting the accountability of IGOs

#### Introduction

The problem of accountability deficits at the level of international inter-governmental organisations (IGOs) presents a long-standing area of academic and policy research and debate. IGOs continue to be primarily accountable to their member states. For most IGOs, however, internal accountability to members is skewed in favour of a small group of the world's most powerful countries. This means that the interests of the citizens of many less powerful countries are not effectively and fairly represented in the IGOs' decision-making processes. Furthermore, many countries lack the basic democratic structures that are necessary to ensure that government representatives act in the public interest of their constituents. As a result of these failures, the voices of the most affected citizens are often marginalised from vitally important global governance arrangements.

A growing number of civil society groups are therefore forming transnational alliances and networks and are targeting IGOs directly. Most of their lobbying efforts are directed at the most prominent International Financial Institutions (the IMF and the World Bank), the WTO and the UN. Nevertheless, many of the less visible international and regional organisations (such as the multilateral development banks) also yield considerable influence and some NGO groups have started to target them.

Accountability initiatives directed at IGOs generally stress the need for greater transparency and more democratically participatory processes in international organisations. Some civil society actors promote change towards greater accountability of IGOs from the 'inside' by making use of the official consultative processes with civil society that certain IGOs have implemented. In addition, or as an alternative strategy, they may choose to build pressure from the 'outside' through collecting and disseminating information on target IGOs and conducting pressure campaigns.

#### Included Initiatives:

Bank Information Center  
Bretton Woods Project  
Citizens for Global Solutions  
Global Policy Forum  
Global Transparency Initiative  
Halifax Initiative  
IFI Watch  
NGO Forum on ADB  
UN Watch  
World Campaign for In-Depth Reform of the System of International Institutions

Bank Information Center  
<http://www.bicusa.org/bicusa/index.php>

Working in partnership with civil society organisations in developing and transition countries to influence the World Bank and other international financial institutions (IFIs), the Bank Information Center (BIC) seeks to promote social and economic justice and ecological sustainability. BIC is an independent, non-profit, non-governmental organization that advocates for the protection of rights, participation, transparency, and public accountability in the governance and operations of the World Bank, regional development banks, and IMF.

The Bank Information Center also hosts the Global Transparency Initiative (GTI), an informal network of civil society organizations that have begun working together to overcome the secrecy surrounding IFI operations. This initiative is

supported by the IFI Transparency Resource which acts as an extensive information tool on transparency at the International Financial Institutions (IFIs).

#### Bretton Woods Project

<http://brettonwoodsproject.org/>

The Bretton Woods Project was created as an independent initiative by a group of British NGOs. Its aim is to press for increased transparency and civil society participation in World Bank and IMF policies and interventions. One of its key functions is to facilitate networking and information exchange among the wide range of people and organisations interested in the World Bank and IMF. Through briefings, reports and the bimonthly digest Bretton Woods Update, it monitors projects, policy reforms and the overall management of the Bretton Woods institutions with special emphasis on environmental and social concerns.

#### Citizens for Global Solutions

<http://www.globalsolutions.org/index.htm>

Citizens for Global Solutions is an American membership organisation which conducts campaigns to promote the International Criminal Court, reform United Nations peace operations, and encourage a bipartisan national consensus on reforming the UN for the 21st century that emphasizes cooperation with international institutions and allied countries. The organisation runs a program on International Institutions, seeking to make them more effective and democratic. To this end, the website provides information on increasing the democracy, transparency, accountability and representation in international organizations, including international financial and trade institutions.

#### Global Policy Forum

<http://www.globalpolicy.org/>

Global Policy Forum was founded in 1993 to monitor global policy making at the United Nations. Its aim is to make the UN more responsive to citizen concerns and so to foster democracy, social justice, human rights and mutual solidarity. As such, Global Policy Forum monitors policy making at the United Nations, promotes accountability of global decisions, educates and mobilizes for global citizen participation, and advocates on vital issues of international peace and justice. Its main tool is the GPF website which provides a wealth of information on the UN and UN-related issues for the use of civil society groups, students, researchers and concerned citizens. GPF also provides extensive information about NGOs and evaluates their role in global policy making.

#### Global Transparency Initiative

<http://ifitransparency.org/about.shtml>

The Global Transparency Initiative (GTI) is a network of civil society organisations promoting openness in the International Financial Institutions (IFIs), such as the World Bank, the IMF, the European Investment Bank and Regional Development Banks. The GTI believes the people have a right to information from public institutions and a right to participate in the development policies and projects that affect their lives. In IFI-supported activities, transparency can help reduce corruption; identify potential social, environmental and economic risks and benefits; and avoid damaging communities and sensitive ecosystems.

Public disclosure when properly implemented and complied with, can help change the rules of the game and create political space for civil society to engage meaningfully with the IFIs. The GTI aims to strengthen IFIs' accountability to the public interest and to expand political space to debate development models. To this end, it brings together two communities of activists and experts from around the world - one, those groups campaigning for full accountability in the use of public power vested in the IFIs; the other, groups that have been campaigning for the right to access to information at the nation-state level.

#### Halifax Initiative

<http://www.halifaxinitiative.org>

Halifax Initiative is a Canadian coalition of development, environment, labour, human rights and faith groups. Formed in December 1994, it conducts public interest advocacy, research and education on the reform of the international financial institutions, namely the World Bank, the IMF and export credit agencies. Its aim is to fundamentally transform the international financial system and its institutions to achieve poverty eradication, environmental sustainability and an

equitable redistribution of wealth. As such, the Initiative seeks to contribute to the realization of an alternative agenda for environmentally and socially sustainable development to the Washington Consensus.

#### IFI Watch

<http://www.if-watch.net/>

IF-watch.net connects organisations worldwide which are monitoring international financial institutions (IFIs) such as the World Bank, the IMF, and regional development banks. IF-watch.net is not an NGO and it does not undertake monitoring or campaigning work itself, rather it supports the work undertaken by its participants. Through pooling independent information from civil society groups and improving communications between its members, it seeks to increase the effectiveness and efficiency of IFI watching organisations.

#### NGO Forum on ADB

[http://www.forum-adb.org/about\\_us.html](http://www.forum-adb.org/about_us.html)

The NGO Forum on ADB (FORUM) is an Asian-led network of non-government and community-based organizations that support each other in order to amplify their positions on Asian Development Bank's policies, programs, and projects affecting the life forms and resources of its constituents - the local communities. FORUM monitors the projects, programs and policies of the ADB to ensure accountability of the Bank to the constituents of its member-countries. FORUM is a venue for exchanges of information, learning and lobbying experiences of its partner organizations.

#### UN Watch

<http://www.un-watch.org/>

United Nations Watch is an NGO based in Geneva whose mandate is to hold the UN accountable to its own charter. UN Watch is foremost concerned with the just application of UN Charter principles. Areas of interest include: UN management reform, the UN and civil society, equality within the UN, and the equal treatment of member states.

#### World Campaign for In-Depth Reform of the System of International Institutions

<http://www.reformcampaign.net/>

The Campaign for the In-Depth Reform of the System of International Institutions was launched by the World Forum of Civil Society Networks and was first presented at the Johannesburg Summit in 2002. The campaign brings together a range of international civil society actors. Its objective is to spark off a process leading to the reform of the system of international institutions and moving to a system of global democratic governance. Progress towards this objective is to be achieved through the realisation of more participatory processes in international institutions.