

## **National Chapter Accreditation and Individual Member Appointment Policy**

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### **Introduction**

As a global anti-corruption coalition, uniting independent and locally governed National Chapters (NCs) and a number of Individual Members, Transparency International (TI) has a rather innovative organisational structure to ensure and protect both

- the movement's integrity, cohesion and reputation, and
- the diversity and richness of opinion and actions within the movement.

As a values-based coalition of individuals and organisations, TI has established standards and policies summarised in the "Statement of Vision, Values and Guiding Principles of Transparency International" (called the "Umbrella Statement"), adopted by the Annual Membership Meeting held in Prague on 6 October 2001. The "Values" comprise transparency, accountability, integrity, solidarity, courage, justice and democracy. Among the "Guiding Principles" are coalition-building, political non-partisanship, independence from funders, respect for fundamental rights and freedoms, and balanced and diverse representation on our governing bodies. It is in the interest of the entire movement that these values and principles are adhered to throughout the movement and enforced.

Accredited NCs account for at least two-thirds of the voting power at TI Annual Membership Meetings. Thus there is a strong mutual accountability between the Board of Directors of TI and the NCs. This necessitates a careful procedure to assure that NCs are, and remain, in compliance with the Umbrella Statement and all basic principles of TI. Similarly, a procedure is required to assure that Individual Members also at all times comply with the Umbrella Statement and all basic principles of TI.

This "National Chapter Accreditation and Individual Member Appointment Policy" aims to:

- Protect the integrity, cohesion and reputation of TI, and to
- Strengthen and support the national chapters of the movement.

The TI Secretariat (TI-S) acts on behalf, and under the direction, of the Board, which is assisted by the Membership Accreditation Committee (MAC), to help the TI movement achieve these aims.

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<sup>1</sup> This also reflects the AMM 2011 decision to strike TI's inability to address individual cases of corruption.

All procedures shall be characterised by due process and transparency. This policy describes in general terms the procedures involved but reference should be made to specific documents for the detailed rights and obligations of TI and its NCs and IMs.

## **A- National Chapter Accreditation**

The objective of this policy is to assure/achieve a movement of strong, effective and accountable National Chapters (NC). Where weaknesses are identified, at any time, they should be addressed jointly and constructively, with a primary view to strengthening the position of the NC and thus of the movement as a whole.

### **The Process**

To be a member of the TI movement, a NC must:

- demonstrate its determination, diligence and competence to combat corruption in its own country/ territorial entity;
- adopt and accept the Umbrella Statement and continuously act in accordance with it;
- take all necessary steps to protect the name and logo of TI (by registering both
- in the name of TI) under the laws and regulations of the respective country/ territorial entity;
- develop, and comply with, a code of conduct for its members, board members, officers and staff; and
- share regular financial and activity reports with the Secretariat of TI (TI-S).

The initiative to create a TI National Chapter normally comes from individuals or an existing organisation in a country/ territorial entity. The process to establish a partnership between such local individuals or organisations and TI is called the accreditation process. The MAC is responsible, in consultation with the movement and the management of TI, to elaborate the self-evaluation forms to be used in the different phases of the accreditation process.

### **Pre-Accreditation Process**

#### **Phase one – National Contact**

As the first step, an understanding is reached between the TI Management and a group of persons (individuals or an existing organisation) that the group will work towards forming a National Chapter of TI in its country/territorial entity. Through a “National Contact Agreement”, TI will recognise this group as the “National Contact” of TI. At this stage, the National Contact may not use the TI name or logo, may not call itself a TI National Chapter, and may not (unless specifically authorised to do so) speak on behalf of TI. National Contact status is granted for two years, after which the agreement will expire, unless the contact group has applied for, and been granted, National Chapter in Formation (NCiF) status, or the signed agreement has been extended by TI. Such an extension can be for a maximum of one year. National Contacts can attend the TI Membership Meetings, but have no voting rights.

#### **Phase two – Provisional Accreditation**

As soon as the National Contact’s actual performance and achievements warrant it, normally within 24 months, TI-S enters into a new Agreement with it, recognising it as a “National Chapter in Formation”. This Agreement entitles the National Chapter in Formation to use the TI name and logo, provided it has initiated the process of registering the TI name and logo in the name of TI and has fulfilled all other obligations stipulated in the Agreement. The National Chapter in Formation will become a Provisional Member of TI. It can attend the TI Membership Meetings, but it has no voting rights. Provisional accreditation (National Chapter

in Formation status) is granted for two years, after which the agreement will expire, unless the chapter-in-formation has applied for, and been granted, full accreditation as National Chapter of TI in a given country/ territorial entity, or TI has extended the signed agreement with the agreement of the MAC. Such an extension can be maximum one year.

As a general practice, in the above described provisional accreditation phase, the TI Board and the MAC have no formal approval function. However, the MAC will be regularly updated and consulted, if necessary, by the TI Management about granting National Contact and National Chapter in Formation status and related matters.

### **Accreditation Process**

When a National Chapter in Formation has demonstrated its determination, diligence and competence to combat corruption in its own country/ territorial entity and as a member of the movement (normally in not more than 24 months from the date in which it became a NCiF) the organization may apply for full accreditation. The application sent to TI will include:

- a completed National Chapter Self-evaluation Form for Initial Accreditation,
- a copy of the latest audited or independently examined accounts of the NCiF
- a summary of the NCiF's finances as requested by the TI Board's Finance, Committee
- evidence that registration of the TI name and logo in the NC's country/ territorial entity in the name of TI has been initiated or completed
- a code of conduct as adopted by the NCiF
- a publication of a Registry of Interest for the members of National Chapter in Formation's governing body, along the lines of the TI Conflict of Interest Policy
- most recent work plan and budget
- last annual report

The NCiF shall submit its application to the relevant Regional Director at TI, who will review the application and submit it to the MAC together with a brief report and commentary on the NCiF's application.

The MAC will review the application and the Regional Director's comments, and submit its recommendation to the Board of Directors, either:

- to grant full accreditation, or
- to identify certain actions the National Chapter in Formation should take before full accreditation can be granted. In the latter case, the National Chapter in Formation status will be extended for a maximum of one more year.

Once an organisation has been fully accredited and has signed the relevant corresponding documents, it is a full-fledged National Chapter of TI, with voting rights and all other privileges and obligations applying in the movement.

### **Confirmation of Accreditation Process**

A tri-annual review of TI National Chapters takes place to help strengthen National Chapters and to assure that they continue to comply with the Umbrella Statement and all basic principles of TI and are contributing to the goals of the movement. Each three-year anniversary after the date in which full accreditation was granted, each NC is asked by TI to complete a self-evaluation form, consisting of answers to a standard accreditation review questionnaire in which general compliance, democratic governance as stated in the TI Umbrella Statement, and overall performance, impact assessment is also addressed.

Upon agreeing on a date with TI-S and the MAC, the NC shall submit its completed self-evaluation questionnaire and additional required documentation to the relevant Regional

Director at TI, who will review the evaluation and submit it to the MAC together with a brief report and commentary on the NC's evaluation.

The MAC will then review the case and submit its recommendation to the Board of TI either for:

- confirmation of accreditation – the full accreditation remains in effect, or
- the need for corrective action (in sufficient detail) by the NC, with time allowed (normally 6-12 months) following which a further review will take place, or
- immediate suspension, or
- disaccreditation (which would require exceptional circumstances).

### **Special Review**

The Board or the MAC may at any time initiate a review into any NC, specifying the reasons for and terms of reference of such a review.

### **Disaccreditation and Suspension**

When all efforts to strengthen a NC and bring it into compliance with the Umbrella Statement, all basic principles of TI and the requirements of the accreditation process are unsuccessful, TI will consider voluntary withdrawal, suspension or disaccreditation of the National Chapter.

The Board of Directors may at any time suspend a NC with immediate effect, if there are reasonable grounds to believe that this is considered necessary to avoid a threat to TI or its reputation, or for reasons threatening the safety or security of any TI or NC members, officers or staff members. Suspension of an accredited National Chapter results in a withdrawal of its right to vote and the ineligibility of its Official Chapter Representative to stand for election. In addition, the suspension should be recorded on the TI-website and could trigger a Special Review of the Chapter which will be conducted by the Board of Directors.

The MAC or the Board may also initiate a process to disaccredit a NC or stop the accreditation process at any stage. If the MAC intends to recommend to the Board the disaccreditation of a NC (on grounds of non-compliance or inactivity), the MAC should inform the Board and the NC in question explaining the reasons for its decision, giving the NC a 3 month notice. Within that period of three months the NC has the opportunity to explain the reasons why disaccreditation should not take place. After this grace period, the MAC makes its formal recommendation to the Board, taking any new facts into account. The MAC recommendation shall be notified in writing to the NC within one week. The NC has the right to present a written response to the Board of TI within four weeks of the receipt of the notification. The decision will be taken by the Board of TI. . In cases of disaccreditation, the final decision will be reported to the following Annual Membership Meeting.

In the event of suspension, disaccreditation or resignation from TI, the National Chapter shall forthwith cease to use the name and logo of TI or claim affiliation with TI, and shall take any action necessary to make sure that it does not continue to be perceived as associated with TI.

### **Reconsideration Process**

In case of suspension or dis-accreditation, the suspended or dis-accredited National Chapter may request the reconsideration of the decision made by the Board.

The reconsideration request must be filed in writing to the Chair of the Board within 15 calendar days of receipt of the suspension or dis-accreditation decision.

The grounds for reconsideration are limited to the following:

- a) The existence of new facts
- b) The decision was arrived at in disregard of TI's procedures.

The filing of the reconsideration request suspends the effect of dis-accreditation and means that the NC is automatically suspended until the final decision is adopted. In the case of suspension of the NC, the request for reconsideration shall not alter the effects of the suspension.

The Chair of the Board will nominate a panel made of three Board members to review the suspension or dis-accreditation decision. Where possible, members of MAC will not participate in the panel.

The panel shall determine its own procedures. If the panel deems it necessary or appropriate, it may summon a hearing with the NC involved. The panel may invite MAC, TI-S or other persons to participate in the hearing.

The panel shall analyse the case and recommend the Board to maintain or revoke the suspension or dis-accreditation decision. The decision of the Board is final.

## **B- Individual Member Appointment**

The objective of appointing Individual Members (IMs) is for the movement to avail itself of the competence, experience and dedication of individuals of recognized integrity, who acknowledge the Charter of TI and are committed to the active promotion and realization of its goals.

The number of IMs should be less than one third of all Members.

The MAC is responsible, in consultation with the movement and the management of TI, to prepare the forms used for appointment or re-appointment of IMs.

### **Appointment**

Applications for appointment of IMs, including applications by existing IMs for re-appointment, must be in writing accompanied by such supporting documents as may be required by the MAC. All applications must be supported by two existing Members.

In all cases, these should be addressed to the Chairperson for consultation with the Membership Accreditation Committee (MAC) and final submission to the Board of Directors for its decision.

*In this context:*

(1) When considering applications or recommendations for IM appointment or reappointment, the Board and the MAC will review the competence, experience, integrity and dedication of the concerned candidate and emphasis should be given to diversity and balance in terms of geography, culture, profession, gender and age. In order to assess the competence of current and prospective IMs, the Board and the MAC will take into consideration that IMs should be expected, upon their own initiative or in response to a request from the movement, to primarily make a contribution to the TI movement through their participation in global and regional issues and programs; and that a contribution to the TI movement solely through

participation in the Chapter in his/her country of residence would not be sufficient to justify appointment as an IM. TI-S is required to be responsive to and supportive of IM contributions.

- (2) In the review of applications for an IM appointment:
  - a. The MAC will invite and review the feedback on the perceived competence, experience, integrity and dedication of the candidate (i) from the Board of the National Chapter in the home country of the candidate being reviewed, (ii) from other National Chapters mentioned in the questionnaire submitted by the candidate, (iii) from the TI-Secretariat and (iv) in addition, may also seek the opinions of outside individuals.
  - b. All these opinions will be sent directly to the Chair of the MAC. The Chair of the MAC will then transmit all these opinions in full to the other members of the MAC, copied to the responsible staff at TI-S, identifying the source of the comments. The MAC will also send these non-anonymised opinions in full to the candidate, giving the candidate a specified time of not less than one week for his or her personal comments. These non-anonymised opinions will also be appended to the MAC's recommendation to the Board supporting or not the candidate's appointment.
- (3) IMs whose term is about to expire will be asked in a letter from the Chair of the Board whether they wish to stand for a new term or not, and in the former case, whether they wish to put themselves forward for a full 3 year term or for a shorter period. In case an IM responds negatively, the IM status ends at the end of its term.
- (4) For all candidates applying for IM status, including those seeking re-appointment, their application questionnaires shall be published on the TI-Chapter Zone together with the candidate's resume, at least one month prior to the MAC formulating its recommendation so that the views of Chapters and other IMs could be made known to the MAC to inform its recommendation. Such posting on the Chapter Zone will be notified to the TI movement by e-mail.
- (5) When IMs apply for appointment or re-appointment, they will undertake that they will voluntarily resign as IMs in the event that, in the view of the Board of Directors, they find themselves in a clear conflict of interest situation that poses a threat to TI or its reputation, such as assuming a permanent remunerated position with TI-S or a National Chapter.
- (6) The MAC's recommendations to the Board on IM appointments will be accompanied by a resume of the candidate and will outline the reasons for the recommendation by making explicit the competence, experience, integrity and dedication the candidate would bring to TI. Decisions by the Board of Directors on IM appointments and re-appointments are final.
- (7) Appointments by the Board of individuals serving as IMs for the first time will be reported on the TI Chapter Zone outlining the Board's rationale, particularly concerning the competence of the new Individual Member and her/his dedication to TI.
- (8) Dates pertaining to IM terms:
  - a. IM terms are up to three years and end as decided by the Board upon appointment.
  - b. For individuals who are not IMs at the time of the Board decision:
    - i. For newly appointed IMs the term will start upon the formal notification to them, which should take place within 7 days of the Board decision.
    - ii. Unsuccessful candidates will be informed within 7 days of the Board decision.
  - c. For individuals who are IMs at the time of the Board decision:

- i. Re-appointed IMs will be formally notified of that decision within 7 days of the board decision. Their new term will start right after their current one.
- ii. Unsuccessful candidates for re-appointment will be notified of that decision within 7 days of the board decision. Their IM status will end upon lapsing of their current term, unless otherwise specified by the Board decision.
- d. Unless specifically stated otherwise in the Board decision, there will be no limit to the number of terms.

(9) While IMs serve as Members of the Board or the Membership Accreditation Committee (MAC), their review for re-appointment will be deferred until their Board term has ended, and their current term as IM shall end six months after the end of their Board term.

(10) The Board will report annually about the composition of the IM group in terms of geographic diversity, gender and age.

### **Expulsion**

If in the opinion of the Board of Directors an IM prejudices the interests of TI through his or her action or inaction, or brings TI into disrepute, that IM may be expelled from TI by decision of the Board of Directors. Before such decision is taken, the IM must be afforded an opportunity by the Board of Directors to reply to the charges either at a hearing or in writing. Thereafter the Board of Directors must send the IM in writing the reasons for its decision.

### **Suspension**

The Board of Directors may at any time suspend an IM with immediate effect, if this is considered necessary to avoid a threat to TI or its reputation, or for reasons threatening the safety or security of any TI or NC member, officer or staff member. Suspension pertains to the right of the IM to vote and to stand for election. Suspensions of IMs shall be recorded on the TI website.

### **Removal**

An IM may be removed from the Register of Members by decision of the Board of Directors should he or she fail to pay relevant membership fees (if any such membership fees are decided upon by TI) after two written reminders. The IM may only be removed on expiration of a period stipulated in the second reminder, and only if the second reminder explicitly states that removal will be the penalty for any continued failure to pay. The IM must be informed of any decision to remove him or her.

### **Reconsideration Process**

In case of expulsion, suspension or removal, the respective IM may request the reconsideration of the decision made by the Board.

The reconsideration request must be filed in writing to the Chair of the Board within 15 calendar days of receipt of the expulsion, suspension or removal decision.

The grounds for reconsideration are limited to the following:

- a) The existence of new facts
- b) The decision was arrived at in disregard of TI's procedures

The filing of the reconsideration request suspends the effect of expulsion or removal and means that the IM is automatically suspended until the final decision is adopted. In the case of suspension of the IM, the request for reconsideration shall not alter the effects of the suspension.

The Chair of the Board will nominate a panel made of three Board members to review the expulsion, suspension or removal decision. Where possible, members of MAC will not participate in the panel.

The panel shall determine its own procedures. If the panel deems it necessary or appropriate it may summon a hearing with the IM involved. The panel may invite MAC, TI-S or other persons to participate in the hearing.

The panel shall analyse the case and recommend the Board to maintain or revoke the expulsion, suspension or removal decision. The decision of the Board is final.

*Ends.*