

Performance Accountability
The Missing Link of NGO Governance

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The Accountability Concept : As a Virtue of Public Organizations

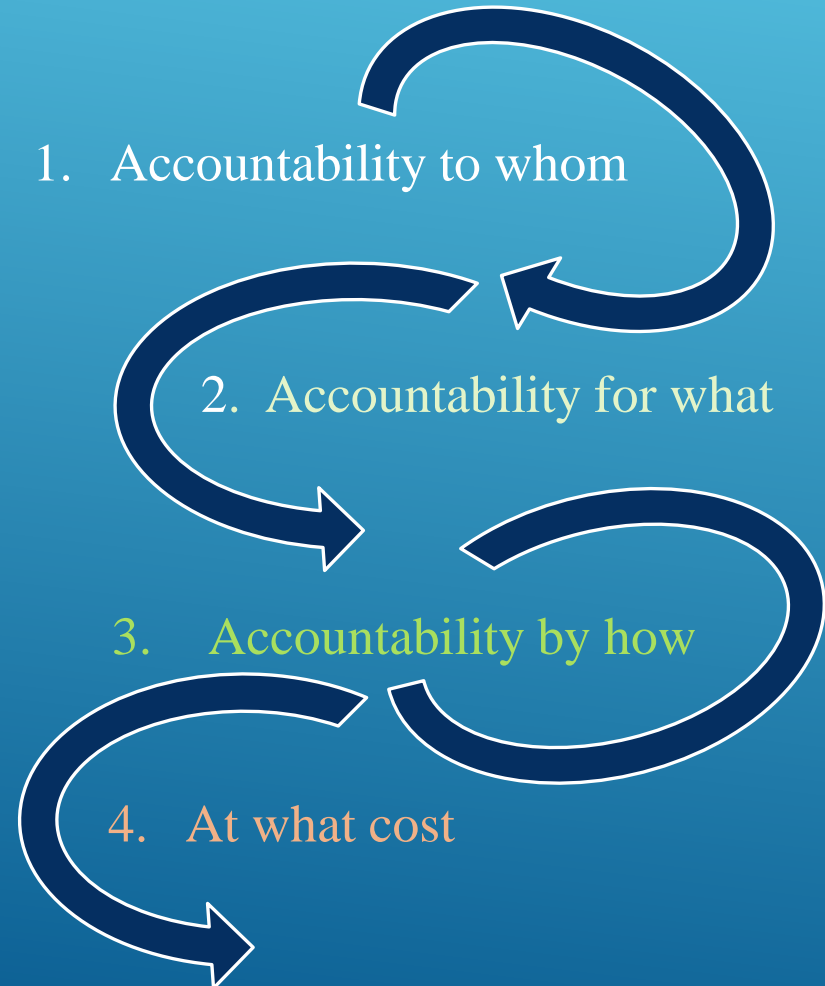


Principles of Good Governance

Accountability as a Mechanism to Govern How Institutions Operate : Four Normative Components



Accountability as A Governance Mechanism : Four Controversial Questions



- Vertical Vs Horizontal
- Upward Vs Downward
- Internal Vs External
- Fiduciary responsibility
- Governance responsibility
- Performance responsibility
- Mission responsibility
- Compliance-driven Vs Mission-driven
- Autonomy constrained ?
- Goal displacement ?
- Efficiency compromised ?

Performance Accountability – The Missing Link of NGO Governance:

How do you know the quality of your services?

- KPI & Management Reports ?
- Annual Plan Review Exercise ?
- Regular Meeting with Frontline Workers ?
- Users Compliments & Complaints ?
- Internal Auditor & External Assessors ?
- Benchmarking with Leading Organizations ?
- Scientific Appraisal of Program Effectiveness ?
- Third Party Service Evaluation ?

- Are you familiar with service evaluation methodology ?
Do you systematically evaluate the social impact of your Organization?

Three Levels

Individual

Organizational

Social

Six Dimensions

Quality
of
life

Self-
esteem

Public
participation

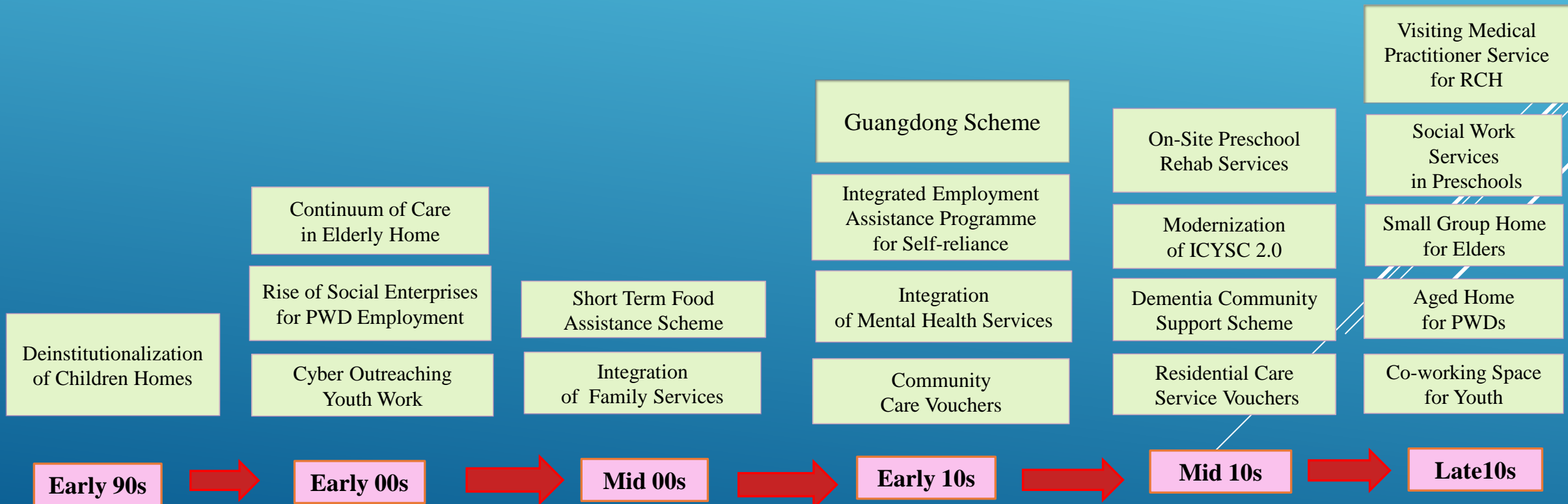
Capacity
building and
empowerment

Financial
sustainability

Skills
improvement

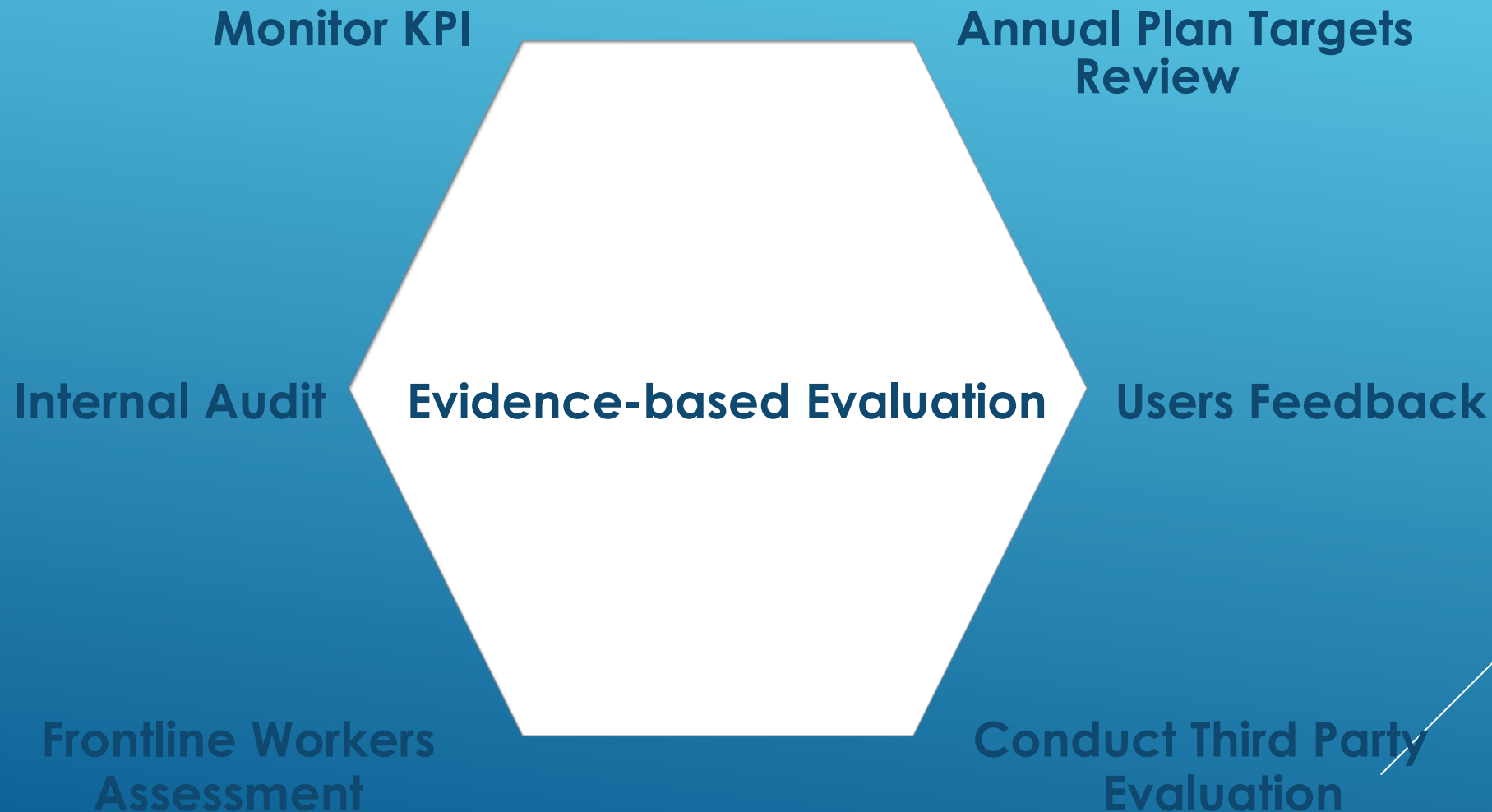
Performance Accountability - The Role of NGO Governance:

1. Ensure Service Responsiveness to Address Changing Community Needs and Fill Service Gaps



Performance Accountability – The Role of NGO Governance

2. Ensure Services have Evidence, based on Proven Approaches and Implemented with Quality



Performance Accountability - The Role of NGO Governance:

3. Ensure There's Committed Staff, Necessary Expertise & Sufficient Funding for Operation

- To Meet Contract Requirements
- To Sustain Pioneering Work
- To Scale-up Innovations
- To Expand into New Territories

Performance Accountability - the role of NGO Governance:

4. Ensure an Organization Culture that Appreciate Creativity and Continuous Learning

- Encourage Pioneering Works & Professional Innovation
- Give Priority to Staff Development
- No Sanction on Failing Attempts but Reward on Successful Trials

Performance Accountability - the role of NGO Governance:

5. Embrace Original Intent

- Advocacy for Policy Change
- Beneficiaries Come First
- Defend Humanities & Social Justice
- Perform as Pledges

Summing Up

While striving for better responsiveness, transparency, answerability and compliance, NGOs should also focus on demonstration of performance in mission achievement