

Transparency International Accreditation Policy (National Chapters and Partners)

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A. Purpose

As a global movement, uniting independent and locally governed National Chapters (“**NCs**”), National Chapters in Formation (“**NCiFs**”), Individual Members (“**IMs**”), National Partners (“**NPs**”) and an international Secretariat (“**TI-S**”), Transparency International (“**TI**”) will protect and uphold its members’ and partners’:

- integrity, cohesion, and reputation; and
- diversity and richness of opinions and actions.

The objective of this policy is to ensure that Transparency International has strong, effective, and accountable members and partners in its fight against corruption.

As a values-based coalition, TI also has established values and principles summarised in the “Statement of Vision, Values and Guiding Principles of Transparency International” (“**Umbrella Statement**”). Our values comprise transparency, accountability, integrity, solidarity, courage, justice and democracy. Our guiding principles include 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 essential for the TI movement that these values and principles are adhered to throughout the TI movement and enforced. This policy aims to protect these values through clear processes for onboarding and offboarding of TI members and partners using expected standards.

All procedures shall be characterised by due process and transparency. Where weaknesses are identified, they should be addressed jointly and constructively. 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 members and partners.

Each NC, NCiF or NP works in its specific country / territorial entity. Any work undertaken by an NC, NCiF or NP on another country / territorial entity where TI already has an NC, NCiF or NP must be done with this other TI entity’s prior agreement. In case there is no TI presence in the country a NC, NCiF or NP is not allowed to undertake work on this country/territorial entity unless the work is led by a local organisation.

“Chapters in exile”

As a general principle a NC, NCiF or NP has to be based in the country / territorial entity it is working on. If relocation to another country / territorial entity is made necessary by safety or civil society space considerations, the following steps need to be taken:

1. NC, NCiF or NP informs TI (CEO, G, L & E, GM, and IT) as early as possible about plans to work from exile.
2. An assessment is being made by TI suggesting the best approach given the individual circumstances.
3. In case there is already a NC, NCiF or NP in the exile country, the NC, NCiF or NP informs this organisation, seeks agreement for its plans and signs an MoU with the organisation.

B. Membership

Transparency International has the following forms of membership:

- a) **National Chapters (“NC”)**, organisations which are full voting members of TI under the TI Charter, accredited under this policy (see section E).

National Chapters in Formation (“**NCiF**”) are organisations admitted to the TI Movement as a proposed National Chapter; or organisations which were previously a National Chapter and have been demoted to NCiF status under this policy until they fulfil the requirements for re-accreditation. They are considered members of the movement. Though, they are not members of TI as an association and have therefore no voting rights.

There can only be one NC or NCiF per country/territorial entity.

- b) **Individual Members (“IM”)**, individuals who are the original founding signatories of the TI Charter (see section I) and are full voting members of TI.

C. Forms of Collaboration and Partnership

TI also has the following forms of national or in-country partnership:

- a) **National Partners (“NP”)**, organisations partnering with the TI Movement to support TI’s goals in, or in relation to, specific countries / territorial entities where there is no National Chapter or National Chapter in Formation, and who are not members of TI;
- b) **Campaign Partners (“CP”)**, organisations partnering with the TI Movement to support or assist TI’s campaigns but do not have a country-specific role, and who are not Members of TI.

National and Campaign Partners are partnering with the Movement under a Partnership Agreement reached under this Policy (see section H).

D. The Membership Accreditation Committee (MAC)

The Board Membership Accreditation Committee (MAC) has an advisory role and is responsible for the National Chapters’ accreditation or re-accreditation reviews, and prepares recommendations for the Board of Directors of TI on all matters related to

- a) the accreditation, regular reviews, suspension, demotion, and dis-accreditation of National Chapters (NCs), and
- b) any policy or process related to accreditation or membership status.

The MAC is composed of:

- two members of the Board of Directors, appointed by the Board (one of whom shall serve as Chairperson), and
- three representatives of the Membership Meeting (who are not members of the Board of Directors), as elected by the Membership Meeting for three-year terms. No MAC member elected by the Membership Meeting can serve more than two terms in the MAC. Eligible for election as representatives of the Membership Meeting are Official Chapter Representatives.

In case the Membership Meeting did not elect sufficient representatives, the Board will appoint another Board member to fill the position until the election of the new member representative at the next AMM.

The MAC is supported by the TI-S Accreditation Team which coordinates and administers the accreditation review process, prepares the accreditation reports for MAC review and provides operational support to the MAC as required.

The MAC will set its own operational procedures. In cases where it does not reach a unanimous decision on a recommendation, members holding a minority view may attach a dissenting opinion to the Committee recommendation.

The MAC members attend the Membership Meetings as observers, if not in another capacity.

By exception to the above-mentioned three-year term, the three MAC members to be elected by the 2023 Membership Meeting will be elected, one for three years, one for two years and one for one year, according to the votes obtained, in order to stagger the elections to the MAC.

All positions of the MAC members elected by the Membership Meeting becoming vacant ahead of the end of their ordinary term shall be filled for the remaining term of office by elections at the following Membership Meeting, in full compliance with the Procedure for the Nomination of Candidates. If the remaining term of office is one year or less, this term shall not be included in the calculation of the maximum number of terms of office.

If during the term as MAC members representatives of the Membership Meeting cease to be Official Chapter Representatives, they have to produce a letter from the Chapter certifying their continued active chapter membership, otherwise they need to resign from the MAC before the following Membership Meeting.

If, due to unanticipated vacancies, the MAC were to count less than its 5 members more than 6 months before the following election, the Board will invite unsuccessful candidates of past MAC elections to serve on the MAC until the election of the new member. Such invitation should be extended in order of priority to the candidates with the next highest scores at the most recent election, and at the next most recent elections if necessary. In case there were no non-elected candidates or none of them were able to integrate the MAC, the Board may appoint a Board member as part of the MAC until the election of the new member.

E. Accreditation – National Chapters

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 an organisation which becomes a fully accredited member of TI is called the accreditation process.

1. National Chapter in Formation

The first step for an organisation wishing to become a TI NC is to become a National Chapter in Formation (“NCiF”).

A NCI F must be a registered legal entity in a form which may vary according to the country’s regulatory framework.

As soon as the organisation’s activities and independence (as further described in the Annex) warrant it, TI-S communicates to MAC the contemplated appointment of a new NCI F and then submits it to Board approval. Once it has been approved by the Board, the Chief Executive Officer (“CEO”) may sign an Agreement with the NCI F.

This Agreement entitles the NCI F to use TI’s name, titles, logos, trademarks, and branding (together “**TI Branding**”), as well as corporate identity as set out in the corresponding *Visual Identity Guidelines* provided by TI (“**TI CI**”), according to the NCI F Agreement.

NCiFs can attend the Membership Meetings but have no active or passive voting rights.

NCiF status is granted once for three years and automatically expires, unless the NCI F has applied for, and been granted, full accreditation as National Chapter of TI or has applied for, and has been granted, a maximum one-year extension.

There can only be one NCI F per country / territorial entity.

2. Fully accredited National Chapter

a) General requirements

To become an NC, an organisation must:

- have demonstrated its determination, diligence, and competence to combat corruption in its own country / territorial entity;
- have adopted and accepted the TI Charter, Umbrella Statement and all policies and procedures applicable to the NC and as amended from time to time (the Charter, the Umbrella Agreement and all policies and procedures are hereinafter jointly referred to as the “**TI Charter, Values and Policies**” and are available on the TI Global website);
- have continuously acted in compliance with the TI Charter, Values and Policies;
- have taken all necessary steps to protect the name and logo of TI;
- have developed and complied with a code of conduct for its members, board members, officers and staff; and
- have shared annual financial and activity reports with TI-S.

b) Accreditation process

When a NCI F has demonstrated its determination, diligence, and competence to combat corruption in its own country / territorial entity, and the NCI F covers the elements enumerated in the Annex of this policy, the NCI F may apply for National Chapter (“**NC**”) status. The application must include:

- the completed NC self-evaluation form (“**SEF**”),
- the latest audited or independently examined accounts of the NCI F,
- the latest budget and work plan of the NCI F as requested by the Board Finance Committee,
- the latest annual report of the NCI F,
- the code of conduct and the conflict-of-interest policy of the NCI F,
- the Registers of Interest of the NCI F’s key personnel such as Executive Director(s), Chairperson(s) and (supervisory) Board members.

Once requested by the TI-S Accreditation Team, in line with the accreditation schedule for the given year, the NCiF shall complete the SEF, covering the key elements of the accreditation review as listed in the Annex. The SEF and additional documentation as required will be submitted to the TI-S Accreditation team.

The TI-S Accreditation Team, in cooperation with TI-S Finance and the Regional Advisor, will prepare an Accreditation Report containing the analysis of the NCiF's performance and achievements according to the elements enumerated in the Annex and will share it with the NCiF once complete. The NCiF has four weeks to submit any comments or clarifications to the TI-S Accreditation Team, who will add any such comments or clarifications as an additional section to the original report and will submit it to the MAC along with its proposed MAC recommendation to the Board. If comments or clarifications have not been submitted by the NCiF within four weeks, the accreditation process continues with submission of the Accreditation Report to the MAC.

After having received all documents, the MAC will start reviewing those documents and submit its recommendation to the Board.

The Board will decide upon the recommendation and may grant the former NCiF National Chapter status through the signing of a National Chapter Agreement.

This NC Agreement recognises the NC as a full member of TI and entitles the NC to use TI's name, titles, logos, trademarks, and branding (together "TI Branding"), as well as corporate identity as set out in the corresponding Visual Identity Guidelines provided by TI ("TI CI"), according to the NC Accreditation Agreement.

NCs can attend the Membership Meeting and have full voting rights.

There is only one NC per country / territorial entity.

F. Re-accreditation Process

1. Review Process

Every three years a review of the NC takes place to help strengthen the NC and to assure that it continues complying with the TI Charter, Values and Policies.

In exceptional cases involving developments which might become a concern for the Movement, the MAC may decide to start a re-accreditation review outside the regular schedule.

Once requested by the TI-S Accreditation Team, in line with the accreditation schedule for the given year, the NC shall submit its completed SEF and additional documentation as required to the TI-S Accreditation team. The TI-S Accreditation Team, in cooperation with TI-S Finance and the Regional Advisor, will prepare an Accreditation Report containing the analysis of the chapter's performance and achievements according to the elements enumerated in the Annex, and will share it with the NC once complete. The NC has four weeks to submit any comments or clarifications to the TI-S Accreditation Team, who will add the comments or clarifications as an additional section to the original report and will submit it to the MAC along with its proposed MAC recommendation to the Board. If comments or clarifications have not been submitted by the NC within four weeks, the accreditation process continues with submission of the Accreditation Report to the MAC.

The MAC will review those documents. If it considers not to be able to issue a recommendation to the Board because of missing information or need for short-term corrective actions by the NC, the MAC may decide to postpone the review and define a timeframe – normally 6 to 12 months – in which a further review will take place. During the postponement of the review the NC Agreement remains in effect.

Once the MAC review is completed, the MAC submits its recommendation to the Board for:

- re-accreditation, OR
- suspension, OR
- demotion to NCiF or National Partner (NP) status as described respectively under E-1 and H-1, OR
- dis-accreditation

2. Re-accreditation

If the Board has decided to re-accredit the NC, the Chair sends a Letter of Confirmation as well as the Accreditation Agreement to the NC. The Letter of Confirmation entails recommendations the NC shall address in due time. The NC must sign both the Letter of Confirmation and the Accreditation Agreement. The Chair is countersigning the Accreditation Agreement.

The re-accreditation is normally decided for three years. It cannot be decided for a longer period of time. In exceptional circumstances and when an important action on the chapter side has to be carried out rapidly, the MAC may recommend, or the Board may decide to re-accredit a NC for less than three years but not less than one year.

3. Main aspects considered in an initial or re-accreditation review

The accreditation review will focus on the NC's or NCiF's outreach and performance, independence from political and economic powers, transparent and adequate governance and policies, sound financial management and participation in the movement's global activities.

The review is always governed by a risk-based approach and taking into account the national context in close communication with the NC or NCiF and the TI-S Regional Advisor. The detailed elements of the accreditation review are listed in the Annex of this policy.

4. Publication of re-accreditation

In order to acknowledge the work of the national components of the TI movement, the information regarding the initial accreditation or re-accreditation of a Chapter, or granting of NCiF status, is published in the TI internal networks / intranet as well as on the TI global website and the NC or NCiF are encouraged to reach out to TI-S Communication to showcase some of its actions. The TI-S publication process applies. The recommendations accompanying the initial accreditation or re-accreditation will not be published for confidentiality and safety reasons.

G. Dis-accreditation and Suspension Process

1. Dis-accreditation

The Board may decide to dis-accredit a NC when the NC has violated TI policies, values, or principles, acted in a manner damaging TI, or when the NC failed to fulfil membership obligations pursuant to § 6 Sec. 1 of the Charter, which are to be committed to and engaged in the active promotion and realisation of TI goals.

Dis-accreditation can be initiated by either the MAC or the Board directly.

If the MAC intends to recommend to the Board the dis-accreditation of an NC for the above-mentioned reasons, the process is the following:

- a) Unless it is not already done during the Accreditation Review, the MAC will set up a video meeting/phone call with the NC to seek final clarification on the issues.
- b) **Communicating intention:** The MAC informs the Board, and the NC by a letter, explaining the reasons for its intention to recommend dis-accreditation of the NC.
- c) **Right to respond:** The NC shall have a three-month period, after receipt of the above-

mentioned letter, during which it has the opportunity to explain to the MAC why dis-accreditation shall not take place.

- d) Formal recommendation:** After the three-month period, the MAC makes its formal recommendation to the Board, taking into account the NC's response, if any, and any new facts. The NC shall be copied in the communication to the Board.
- e) Right to respond:** The NC has the right to present a written response to the Board and the MAC within four weeks after the formal recommendation.
- f) Decision:** The Board shall take the decision regarding the NC's dis-accreditation after having received the formal recommendation of the MAC and any response from the NC, or after the period for the NC's response has expired. The MAC and the NC must be informed about that decision. The decision will be reported to the following Membership Meeting.

If the Board intends to initiate the dis-accreditation of a NC for the above-mentioned reasons, the process is the following

- a) Communicating intention:** The Board informs the MAC, and the NC through a letter, explaining the reasons for its intention to dis-accredit the NC.
- b) Right to respond:** The NC shall have a three-month period, after receipt of the above-mentioned letter, during which it has the opportunity to explain to the Board why dis-accreditation shall not take place.
- c) Decision:** After having received the NC's response or after the three-month period for such response has elapsed, and after consultation with the MAC, the Board shall take the decision regarding the NC's dis-accreditation. The MAC and the NC must be informed about that decision. The decision will be reported to the following Membership Meeting.

In the event of dis-accreditation, the NC must cease to use the TI Branding and TI CI, in particular the TI name and logo, as outlined in the NC Agreement and without undue delay.

2. Suspension

The Board may at any time suspend a NC or a NCiF with immediate effect and as an emergency measure, if there are reasonable grounds to believe that this is considered necessary to avoid any damage or threat or to mitigate any risk to TI. The Board will inform the suspended Chapter about the reasons for the suspension.

Suspension of an accredited NC results in an immediate withdrawal of its active and passive voting rights. A suspended NC or NCiF shall not attend the Membership Meetings. The suspension shall be recorded on the TI website, unless this might pose a risk to the security of the Chapter or its staff.

In the event of a suspension and in case the suspension lasts longer than 9 months, the NC or NCiF must cease to use the TI Branding and TI CI, in particular the TI name and logo, as outlined in the NC or NCiF Agreement and without undue delay.

In the event if a suspension and in case the NC or NCiF is involved in ongoing projects, the NC or NCiF may complete the projects if it is not possible to remove them from the project without jeopardising the project.

Suspension is a temporary status which may last up to a maximum of 12 months. If the causes of the suspension disappear, the Board will consider lifting the suspension. If they remain, the Board will consider dis-accreditation in line with the above described process.

3. Reconsideration Process

In case of suspension or dis-accreditation, the suspended or dis-accredited NC 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; or
- b) That the decision was violating the procedures outlined in the policy.

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. If the disaccreditation or suspension was recommended by the MAC, members of the MAC will not participate in the panel, but may be invited to provide clarification if needed.

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, CEO, 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 and will be communicated to the TI Movement and key stakeholders as deemed necessary.

If a disaccreditation decision is revoked, an accreditation review will start within three months to ensure appropriate recommendations can be made.

4. Special review

When a suspension or a dis-accreditation of a NC is being considered or after a suspension has been decided, the Board may initiate a review into the NC, specifying the reasons for and terms of reference of such a review.

H. Partnership Agreement – National Partners and Campaign Partners

1. National Partner

As the first step, an understanding is reached between TI-S and an organisation which will form a National Partner of TI in, or in relation to, a specific country / territorial entity.

Through a “National Partnership Agreement”, TI-S will recognise the organisation as the “National Partner” of TI. The CEO signs and executes such a partnership with the approval of the Board.

The National Partner may only use the TI name or logo and call itself a TI National Partner in accordance with the National Partnership Agreement. Subject to the Agreement, the National Partner may speak in support of TI, but does not formally represent or speak on behalf of TI unless specifically authorized to do so.

National Partner status is granted for three years, after which the agreement will expire, unless the National Partner has applied for, and entered into, a new National Partnership Agreement with TI-S.

National Partners may not attend Membership Meetings unless specifically invited, and do not have any membership rights.

The National Partnership Agreement may provide for the National Partner to support and assist TI only in relation to such identified goals, strategies, functions, or activities as are appropriate to the status and capacity of the National Partner and/or the political environment or system of the country concerned (including the legal options for

independent legal entities and the extent of civic space and freedoms in the country), as assessed by TI-S and agreed with the National Partner.

A National Partnership Agreement may be terminated by either party for any reason with 30 days' notice, or for such reasons and on such notice as is specified in the National Partnership Agreement.

There is only one National Partner per country / territorial entity. Organisations may become National Partners only if there is no NC or NCiF in their country / territorial entity. If a NC or NCiF has been formed in the country / territorial entity while the National Partnership Agreement was in force, the agreement will not be renewed. In exceptional cases and if the political context warrants it, an existing organisation can be in another country when applying to become NP.

2. Campaign Partner

A TI NC may at any time partner with organisations of its choice for campaigns or other purposes within, or in relation to, a specific country / territorial entity. TI-S may formally partner after Board approval with another organisation in the pursuit of specific campaigns, as a Campaign Partner. Organisations may become Campaign Partners through an agreement with TI-S only in relation to countries / territorial entities where there is no NC or NCiF. If there is a NC or a NCiF in the country / territorial entity, TI NC's or TI NCiF's prior approval is required before conclusion of the partnership.

There may be more than one campaign partner per country / territorial entity and a campaign partner may work in several countries / territorial entities.

The relationship between TI-S and a Campaign Partner will be regulated by a "Campaign Partnership Agreement", signed, and executed by the CEO with the approval of the Board.

The Campaign Partnership Agreement must provide that the Campaign Partner may not speak on behalf of TI and may only use the TI name or logo or call itself a TI Campaign Partner when specifically authorised to do so.

The Campaign Partnership Agreement must identify the specific goals, strategies, functions, or activities with which the Campaign Partner is authorised to support and assist TI.

The Campaign Partnership Agreement is valid for the duration of the campaign and lasts no longer than two years, after which the agreement will expire, unless the organisation has applied for, and entered into, a new Campaign Partnership Agreement with TI-S. If the Campaign Partner operates in one country / territorial entity and if a NC or NCiF has been formed in this country / territorial entity while the Campaign Partnership Agreement was in force, the agreement will not be renewed with TI-S. It may be renewed with the NC or NCiF if the NC or NCiF wishes so.

A Campaign Partnership Agreement may be terminated by either party as specified in the Campaign Partnership Agreement.

Campaign Partners may not attend Membership Meetings unless specifically invited, and do not have any membership rights.

3. National Contacts' transition to other statuses.

For purposes of simplification of the access to NC status and given the creation of the Partner status, no further National Contacts will be created.

Upon adoption of this Policy by the Membership Meeting, organisations which at that time have the status of TI National Contacts will be automatically granted the National Partner status for three years.

During that period, TI-S will propose to those National Contacts with sufficient performance and achievements the access to NCiF status upon conclusion of the corresponding agreement and with prior Board approval.

I. Individual Members

Transparency International's Individual Members ("IMs"), being all Founding Members, whose signature was on the The Hague Founding Charter of TI, do not have to go through a re-appointment process.

1. Expulsion

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

2. Suspension

The Board 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 IM's voting rights. IMs shall not attend the Membership Meeting in those cases. Suspensions of IMs shall be recorded on the TI website. In case of ethical breaches the Board Ethics Committee shall be consulted.

3. Reconsideration Process

In case of expulsion or suspension, 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 or suspension decision. The grounds for reconsideration are limited to the following:

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

The filing of the reconsideration request suspends the effect of expulsion 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 or suspension decision.

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 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 or suspension decision. The decision of the Board is final.

Annex 1 – Elements of the Accreditation Review

The following elements will be reviewed in the Accreditation Review:

- Participation in the movement's global activity:
 - Consistency between chapter strategy and movement strategy
 - Timely cooperation and communication between Chapter and TI Secretariat
 - Participation in the Membership Meetings
- Activities and outreach:
 - Chapter's activities
 - Chapter's outreach through various means and communication channels on nationally relevant and corruption-related issues (taking into account possible restrictions on domestic civil society space)
 - Impact and ambition to stay or become a leading anti-corruption organisation in the country
- Independence from political and economic powers:
 - Public availability of up-to-date (not older than 12 months) Chapter Board members' and executive director's biographies and registers of interest
 - Abstention of Chapter executives (Chair, Vice-Chair, Executive Director) and Board members from holding high-level governmental or political party positions which would conflict or may be perceived as a conflict with TI's mission
 - Avoidance of conflicts of interest with private sector funding
 - Avoidance of undue influence from any institution
- Adequate and transparent governance and policies:
 - Key governance documents in place and publicly available (Charter/Statutes, Membership Rules, etc.)
 - Presence of limits on the total number of board terms being served by a single person
 - Diversity in Board, in particular gender diversity
 - Avoidance of gender bias or gender inequality in all chapter bodies or activities
 - Abstention of chapter's salaried employees in Board or general assembly votes
 - Presence and effective implementation of an anti-harassment and safeguarding policy
 - Necessary procedures and publicly available channels in place and their effective implementation to effectively handle ethical complaints against the chapter, its representatives, management, or staff
 - Necessary policies in place and their effective implementation to prevent conflicts of interest or reputational issues in the various aspects of the chapter's activities (donations, procurement, paid services, advocacy on individual cases, etc.)
 - Public availability of financial accounts
- Sound financial management:
 - Funding diversification
 - Capacity to generate positive net surpluses
 - Adequate balance between donor liabilities and cash at-hand