

# Accountable Now Reporting Questions

Members should address each of the reporting questions in the left hand column (A-K). The 12 Commitments are listed alongside the reporting questions as a reference point, to remind Members of the broader concepts and aims underpinning the questions. While the commitments and questions do not correspond to one another one-to-one, they are linked at the cluster level with each set of four commitments relating to the reporting questions in that cluster.

## Cluster A: What we have achieved

New Reporting Questions	Commitment 1: Justice and equality
<p><b>A. The impact we achieve</b></p> <ol style="list-style-type: none"> <li>1. What are your mission statement and your theory of change? Please provide a brief overview.</li> <li>2. What are your key strategic indicators for success and how do you involve your stakeholders in developing them?</li> <li>3. What progress has been achieved and difficulties encountered against these indicators over the reporting period?</li> <li>4. Have there been significant events or changes in your organisation or your sector over the reporting period of relevance to governance and accountability?</li> </ol> <p><b>B. Positive results are sustained</b></p> <ol style="list-style-type: none"> <li>1. What have you done to ensure sustainability of your work beyond the project cycle, as per commitment 4? Is there evidence of success?</li> <li>2. What lessons have been learned in this period? How have the lessons been transparently shared among internal and external stakeholders? How do you plan to use these lessons to improve your work in the future?</li> </ol> <p><b>C. We lead by example</b></p> <ol style="list-style-type: none"> <li>1. How does your organisation demonstrate excellence on your strategic priorities?</li> <li>2. What evidence is there that your expertise is recognised and welcomed by your peers, partners and other stakeholders?</li> </ol>	<p><b>We will address injustice, exclusion, inequality, poverty and violence to create healthy societies for all.</b></p> <ol style="list-style-type: none"> <li>1. Listen to people, understand and address the root causes and effects of injustice, violence and inequality.</li> <li>2. Lead by example: be inclusive, respect and promote human rights in our organisation and make sure we do no harm ourselves.</li> <li>3. Support people to know their rights and to hold accountable those responsible for respecting, protecting and fulfilling them.</li> <li>4. Collaborate with other actors to collectively address the root causes &amp; effects of injustice, violence and inequality and to ensure all people's rights are respected &amp; protected.</li> </ol>
	<p><b>Commitment 2: Women's rights and gender equality</b></p> <p><b>We will promote women's and girls' rights and enhance gender equality.</b></p> <ol style="list-style-type: none"> <li>1. Listen to women and men, girls and boys to understand and address the root causes and effects of discrimination and gender inequality.</li> <li>2. Lead by example: address gender inequality and ensure women's rights are respected in all we do.</li> <li>3. Empower women and girls to live more fulfilled lives.</li> <li>4. Work closely with all parts of society, including men and boys, to drive lasting economic, political and social change towards women's and girl's rights and gender equality.</li> </ol>
	<p><b>Commitment 3: Healthy planet</b></p> <p><b>We will protect the natural environment and enhance its ability to support life for future generations.</b></p> <ol style="list-style-type: none"> <li>1. Listen to people and consult experts to understand the environmental issues faced by people and nature, and how to best address them.</li> <li>2. Lead by example: Map our organisation's environmental impact, minimise it to the extent possible and be open about our successes and failures.</li> <li>3. Motivate &amp; support people to protect the environment &amp; promote systemic change for a healthy planet.</li> <li>4. Collaborate with actors from different sectors to develop innovative systemic solutions to environmental issues.</li> </ol>
	<p><b>Commitment 4: Lasting positive change</b></p>



3. How does your organisation practice being inclusive and protecting human rights, including promoting women's rights and gender equality, in accordance with commitments 1-2?
4. How do you minimise your organisation's negative impacts on your stakeholders, especially partners and the people you work for? How does your organisation protect those most susceptible to harassment, abuse, exploitation, or any other type of unacceptable conduct?
5. How do you demonstrate responsible stewardship for the environment?

**We will deliver long-term positive results.**

1. Learn from people and partners where we can add most value to what already exists.
2. Support people to have the information, resources and capacity to actively drive the changes we want to see collectively.
3. Evaluate our long-term results in consultation with the people we work with, including unintended negative effects.
4. Collaborate with other actors in ways that build on one another's strengths and ensure accountability for our collective impact.
5. Continuously monitor, evaluate, learn, adapt and innovate with a focus on lasting results.



## Cluster B: Our approach to change

New Reporting Questions	Commitment 5: People-driven work
<p><b>D. Key stakeholders are identified with great care</b></p> <ol style="list-style-type: none"> <li>1. Please list your key stakeholders. What process do you use to identify them?</li> <li>2. How do you ensure you reach out to those who are impacted or concerned by your work?</li> <li>3. How, specifically, do you maximise coordination with others operating in the same sectoral and geographic space with special reference to national and local actors?</li> </ol>	<p><b>We will ensure that the people we work with have a key role in driving our work.</b></p> <ol style="list-style-type: none"> <li>1. Learn from the people we work with and represent so their issues are our goals.</li> <li>2. Support people in taking active roles to drive the change we collectively want to see.</li> <li>3. Ensure that people's views are well reflected in our decision-making processes at all levels of our organisation.</li> <li>4. Invite and act on people's feedback to improve our performance and collective impact.</li> </ol>
<p><b>E. We listen to, involve and empower stakeholders</b></p> <ol style="list-style-type: none"> <li>1. What avenues do you provide your stakeholders to provide feedback to you? What evidence demonstrates that key stakeholder groups acknowledge your organisation is good at listening and acting upon what you heard?</li> <li>2. What evidence confirms a high level of stakeholder engagement in your activities and decisions from beginning to end?</li> <li>3. What are the main likes/dislikes you have received from key stakeholders? How, specifically, have you reacted to their feedback?</li> <li>4. How do you know that people and partners you worked with have gained capacities, means, self-esteem or institutional strengths that last beyond your immediate intervention? (You may skip this question if you have addressed it in your response to B. 1)</li> </ol>	<p><b>Commitment 6: Strong partnerships</b></p> <p><b>We will work in fair and respectful partnerships to achieve shared goals.</b></p> <ol style="list-style-type: none"> <li>1. Identify organisations that work towards similar goals and build respectful partnerships that play to each other's strengths.</li> <li>2. Ensure that the roles and responsibilities of our organisation and our partners are clear and fair.</li> <li>3. Collaborate with different kinds of organisations to achieve shared goals.</li> <li>4. Share information, resources and knowledge with our partners and take important decisions collectively.</li> </ol>
<p><b>F. Our advocacy work addresses the root causes of problems</b></p> <ol style="list-style-type: none"> <li>1. How do you identify and gather evidence regarding the root causes of the problems you address and use this to support your advocacy positions?</li> <li>2. How do you ensure that the people you work for support your advocacy work and value the changes achieved by this advocacy?</li> </ol>	<p><b>Commitment 7: Advocating for fundamental change</b></p> <p><b>We will address root causes by advocating for fundamental change.</b></p> <ol style="list-style-type: none"> <li>1. Ensure our advocacy work is based on evidence and is informed by the views of affected people.</li> <li>2. Advocate for positive changes which address both root causes and their effects.</li> <li>3. Support people – including affected people – to learn, connect, mobilise and make their voices heard.</li> <li>4. Mitigate the risks for people involved in or affected by our advocacy.</li> <li>5. Evaluate the effects of our advocacy in consultation with affected people.</li> </ol>
<p><b>G. We are transparent, invite dialogue and protect stakeholders' safety</b></p> <ol style="list-style-type: none"> <li>1. Are your annual budgets, policies (especially regarding complaints, governance, staffing/salaries and operations), evaluations, top executive remuneration and vital statistics about the organisation (including number of offices and number of staff/volunteers/partners) easily available on your website in languages accessible by your key stakeholders? Please provide links, highlight membership in initiatives such as IATI and outline offline efforts to promote transparency.</li> <li>2. What policies do you have in place to ensure a fair pay scale? Do you measure the gender pay gap in your organisation, and if so what is it? What are the salaries of the five most senior positions in the organisation, and what is the ratio between the top and bottom salaries? If this information cannot be provided or is confidential, please explain why.</li> <li>3. How do you ensure privacy rights and protect personal data?</li> <li>4. Who are the five largest single donors and what is the monetary value of their contribution? Where private individual donors cannot be named due to requested anonymity, please explain what safeguards are in place to ensure that anonymous contributions do not have unfair influence on organisational activities.</li> </ol>	<p><b>Commitment 8: Open organisations</b></p> <p><b>We will be transparent about who we are, what we do and our successes and failures.</b></p> <ol style="list-style-type: none"> <li>1. Share information on who we are, what we do, how decisions are made, the resources we have, and the positive and negative impacts of our work.</li> <li>2. Share information in a timely and accurate manner and in ways which are accessible to all people.</li> <li>3. Establish and uphold clear procedures in our organisation to respect privacy rights and protect personal data from misuse.</li> <li>4. Provide opportunities for people to question our work and engage in constructive dialogues to reach a shared understanding where possible.</li> <li>5. Ensure our communication and marketing is reflective of our values and protects people's dignity and privacy.</li> </ol>



## Cluster C: What we do internally

New Reporting Questions	Commitment 9: Empowered and effective staff and volunteers
<p><b>H. Staff and volunteers are enabled to do their best</b></p> <ol style="list-style-type: none"> <li>1. Provide evidence that recruitment and employment is fair and transparent.</li> <li>2. What are you doing to invest in staff development? What indicators demonstrate your progress? What are your plans to improve?</li> <li>3. How does your organisation ensure a safe working environment for everybody, including one free of sexual harassment, abuse, exploitation or any other unacceptable conduct? What indicators demonstrate your progress? What are your plans to improve?</li> </ol>	<p><b>We will invest in staff and volunteers to develop their full potential and achieve our goals together.</b></p> <ol style="list-style-type: none"> <li>1. Ensure that staff and volunteers share and act in line with our values and professional standards.</li> <li>2. Put in place recruitment and employment practices that are fair and transparent and value diversity.</li> <li>3. Encourage staff and volunteers to constantly improve their skills and provide them with the resources they need to do this.</li> <li>4. Involve staff and volunteers at all levels of our organisation in our planning and decision-making and encourage leadership.</li> <li>5. Protect the personal safety of people who work with us and create fair and supportive workplaces.</li> </ol>
<p><b>I. Resources are handled effectively for the public good</b></p> <ol style="list-style-type: none"> <li>1. How do you acquire resources in line with your values and globally-accepted standards and without compromising your independence?</li> <li>2. How is progress continually monitored against strategic objectives, and resources re-allocated to optimise impact?</li> <li>3. How do you minimise the risk of corruption, bribery or misuse of funds? Which financial controls do you have in place? What do you do when controls fail? Describe relevant situations that occurred in this reporting period. What are your plans to improve?</li> </ol>	<p><b>Commitment 10: Well-handled resources</b></p> <p><b>We will handle our resources responsibly to reach our goals and serve the public good.</b></p> <ol style="list-style-type: none"> <li>1. Acquire resources in ways that align with our values, independence and goals.</li> <li>2. Manage resources responsibly, using them for the causes they were provided for and in ways that maximise impact.</li> <li>3. Comply with professional accounting standards and ensure strict financial controls to reduce the risk of corruption, bribery, misuse of funds, and conflicts of interest.</li> <li>4. Report openly and transparently about who provides our resources and how we manage them.</li> </ol>
<p><b>J. Governance processes maximise accountability</b></p> <ol style="list-style-type: none"> <li>1. What is your governance structure and what policies/practices guide replacing and recruiting new trustees/board members?</li> <li>2. How does your board oversee the adherence to policies, resource allocation, potential risks and processes for complaints and grievances?</li> <li>3. What processes and mechanisms does your organisation have in place to handle external complaints including those relating to unacceptable conduct of your staff, volunteers, or partner organisations? Please provide an overview of the number and nature of complaints in the reporting period, how many of those were valid, and of those that were valid, how many were appropriately handled and resolved.</li> <li>4. How are internal complaints handled? Please provide an overview of the number and nature of complaints in the reporting period, how many of those were valid, and of those that were valid, how many were appropriately handled and resolved.</li> <li>5. How do you make decisions about the need for confidentiality and protecting the anonymity of those involved?</li> </ol>	<p><b>Commitment 11: Responsive decision-making</b></p> <p><b>We will ensure our decisions are responsive to feedback from the people affected by our work, partners, volunteers and staff.</b></p> <ol style="list-style-type: none"> <li>1. Invite and analyse feedback and complaints from key stakeholder groups to inform decision-making.</li> <li>2. Ensure decision-making processes at all levels are informed by and responsive to feedback from our stakeholders, especially from people affected by our work.</li> <li>3. Clarify and communicate how people can provide input and feedback into decision-making processes.</li> <li>4. Enable frontline staff and volunteers to respond to feedback and make decisions in real time.</li> <li>5. Communicate about the feedback received, how it was used and what changes have been made.</li> </ol> <p><b>Commitment 12: Responsible leadership</b></p> <p><b>We will ensure our management and governing body are accountable.</b></p> <ol style="list-style-type: none"> <li>1. Ensure an independent governing body oversees our strategic direction, legal compliance, risk management and performance.</li> <li>2. Hold governing body and management equally accountable for delivering on our strategic goals and fulfilling the commitments in this standard.</li> <li>3. Nurture a culture of accountability where all staff and volunteers feel a strong sense of accountability for their actions and impacts.</li> </ol>



**K. Leadership is dedicated to fulfilling the 12 Commitments**

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| <ol style="list-style-type: none"><li>1. How is the governing body and management held accountable for fulfilling their strategic promises including on accountability?</li><li>2. What steps have you taken to ensure that staff are included in discussing progress toward commitments to organisational accountability?</li><li>3. What is your accountability report's scope of coverage? Are you reporting for the whole organisation or just the international secretariat? For secretariats of international federations, on which issues of accountability (or relating to Accountable Now's 12 commitments) do your members report to you on, and with what frequency? Where there is no routine reporting, how do you use your coordinating functions to elevate attention to accountability issues throughout your federation?</li></ol> | <ol style="list-style-type: none"><li>4. Support responsible, visionary and innovative leadership at all levels.</li><li>5. Take internal and external complaints and disputes seriously, creating safe spaces and appropriate mechanisms to address them.</li></ol> |
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