

ACCOUNTABLE NOW

2021

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ANNUAL  
REPORT



**Accountable  
Now**

GLOBAL STANDARDS LOCAL TRUST

## 1.

## WELCOME LETTER FROM OUR INTERIM EXECUTIVE DIRECTOR AND THE BOARD CHAIR

2021 continued to be marked with the coronavirus pandemic around the world. However, despite the challenges we continued working closely with our members and partners, exchanging on how we are responding to the crisis, how we are supporting local communities around the world, and how we are responding to the accountability demands of our times.

In 2021, Accountable Now focused on our **organisational development**, closing the first full year of operation in Germany and strengthening our internal practices and collaboration, while continuing to adapt to delocalised and digital ways of work. As we saw in the previous year, online events have allowed us to engage with a more diverse audience. Our Annual General Meeting has again brought together more members than ever before and our Annual Workshop allowed more members to participate actively, convening more members' representatives to discuss and showcase innovative examples of how dynamic accountability can support organisational change. And not only has move to online event formats resulted in higher participation and a more diverse audience, but also reduced our carbon footprint due to the absence of attendees travelling.

Our collaboration with our global partners and members in implementing **dynamic accountability** continued this year. We successfully closed the Development Alternative project led by Restless Development.

The Global Standard has increased its reach, supporting CSOs worldwide in embedding dynamic accountability further into their work. 2021 saw **the Global Standard recognized as a benchmark for CSOs accountability** by international bodies such as OECD DAC recommendations and the OGP, enabling us to further spread these successes with other donors and CSOs in 2022.

Our members continued working with us through the accountability reports and sharing their learnings and resources. Best practices were identified and shared among our community, and we collected valuable input on the reporting framework and how it can serve our members better in the future. We also have a new Independent Review Panel composition, highly qualified and ready to support our members' accountability journeys. We want to thank them for their availability and dedication in the review process and their selfless advice to the Board and the secretariat.

**Accountable Now continued its strategic reflection on ways of operation and service to the members** in 2021. We continued to build on the added-value analysis that was conducted in 2020 to understand how we could improve our membership offer by opening up the doorways to new membership models, how we could strengthen our work within the donors' community, and how we can better help our members continue to improve their accountability prac-

tices through a review of our reporting framework.

2022 will be a critical strategic year for Accountable Now to enhance our members' support in facing their accountability challenges. We will work with our membership to further these identified priorities and provide concrete proposals to our members (and our past and potential members). For that, we are grateful for the support of our members, our trustees, our partners, and our Independent Review Panel for their efforts and dedication. We hope that all of you will stay tuned in 2022 and actively participate in the strategic rethinking of Accountable Now to be implemented in 2022.



**Colm Ó Cuanacháin**  
Chair of the Board



**Ilina Neshikj**  
Interim Executive Director

## INSIDE OUR 2021 ANNUAL REPORT:

## 3

### INTRODUCTION

#### WHAT WE DO

#### REFLECTING ON 2021

#### REVISITING OUR BEYOND 2018 STRATEGY

## 4 - 5

### CONVENING OUR MEMBERS

#### ANNUAL GENERAL MEETING

#### ANNUAL WORKSHOP

#### PEER ADVICE GROUPS

## 6

### PROMOTING DYNAMIC ACCOUNTABILITY

#### ACCOUNTABILITY PILL PODCAST

#### FROM OUR BLOG

## 7 - 8

### DYNAMIC ACCOUNTABILITY INITIATIVES

#### THE GLOBAL STANDARD

#### DYNAMIC ACCOUNTABILITY CoP

#### DEVELOPMENT ALTERNATIVE

## 9

### OUTREACH AND COLLABORATION

#### ALL INDIA DISASTER MITIGATION INSTITUTE

#### OECD CIVIL SOCIETY DAYS

#### GLOBAL ACCOUNTABILITY WEEK

## 10

### REPORTING

#### GOOD PRACTICES

## 11

### TEAM AND GOVERNANCE

#### BOARD OF TRUSTEES

#### INDEPENDENT REVIEW PANEL

#### THE SECRETARIAT

## 12

### OUR MEMBERS

## 13

### OUR FINANCES

## 2. INTRODUCTION

### WHAT WE DO

Accountable Now is a global membership platform. We support our member organisations, international civil society organisations (ICSOs), along with external CSOs, in being more transparent, responsive to stakeholders, and focused on delivering impact. One way that we are driving this change is by encouraging CSOs to embed dynamic accountability principles and practices throughout their organisations, and more widely across the sector. Dynamic accountability is a people-powered approach, where people are at the heart of the decision-making process and power is shifted to those whose lives are affected by the work of CSOs. We regard dynamic accountability as the key to transforming CSO culture to become more sustainable, as well as helping CSOs become more valuable and trusted and achieve better outcomes.

We are bringing change to the sector through gathering civil society practitioners for conversations on dynamic accountability. We also partner and exchange with CSOs around the world in various projects aiming at promoting change in the world of CSO accountability. Finally, and most importantly, we are facilitating change in our member organisations through our accountability reporting process.

### REFLECTING ON 2021

In the last year, Accountable Now has continued to reflect on our strategy and our role within the CSO sector. The ongoing work on our added value analysis brought us closer

to defining the strategic priorities that will guide the development of our new organisational strategy which will be undertaken during 2022. This work has been conducted in partnership with our members, other partners and the Board of Trustees.

We continued to push for the [dynamic accountability approach](#) - through our reporting process, our annual events and collaboration. Our growing Good Practice Library is illustrative of the work we have done with our members to transform the CSO sector and showcases how members continue to advance our values approach and put people they work for and with at the core of their work. Throughout the year, we promoted the work being done by our members and other partners to encourage other organisations to implement some of these pioneering practices and also to showcase how the sector can be transformed through our approach. Good practices have been distributed widely through our newsletters, blog, events, and more.

Lastly, Accountable Now has continued to walk the talk: we continue to be accountable to our members, Board of Trustees, partners and staff. We are pleased that this work has the potential to reach a wider audience and thus influence the wider sector. We will continue to overcome barriers and work towards bringing transformational change to the civil society accountability sector.

## REVISITING OUR BEYOND 2018 STRATEGY

Following four years of work after the adoption of our Beyond 2018 Strategy, we are looking back on the progress made towards the goals and reflecting on ways to move forward, guided by the work done in the 2020 added value analysis.

### Goal 1: To encourage the adoption of strong Dynamic Accountability practices to enhance trust

**Target 1: To provide tailored support to members and other civil society organisations to embed strong Dynamic Accountability practices.**

**Target 2: To define and promote accountability benchmarks that seek to advance a more dynamic approach.**

**Target 3: To encourage continuous improvement.**

**Target 4: To foster a meaningful conversation with the wider public on our members and other CSOs accountability efforts by disseminating their reports and good practices.**

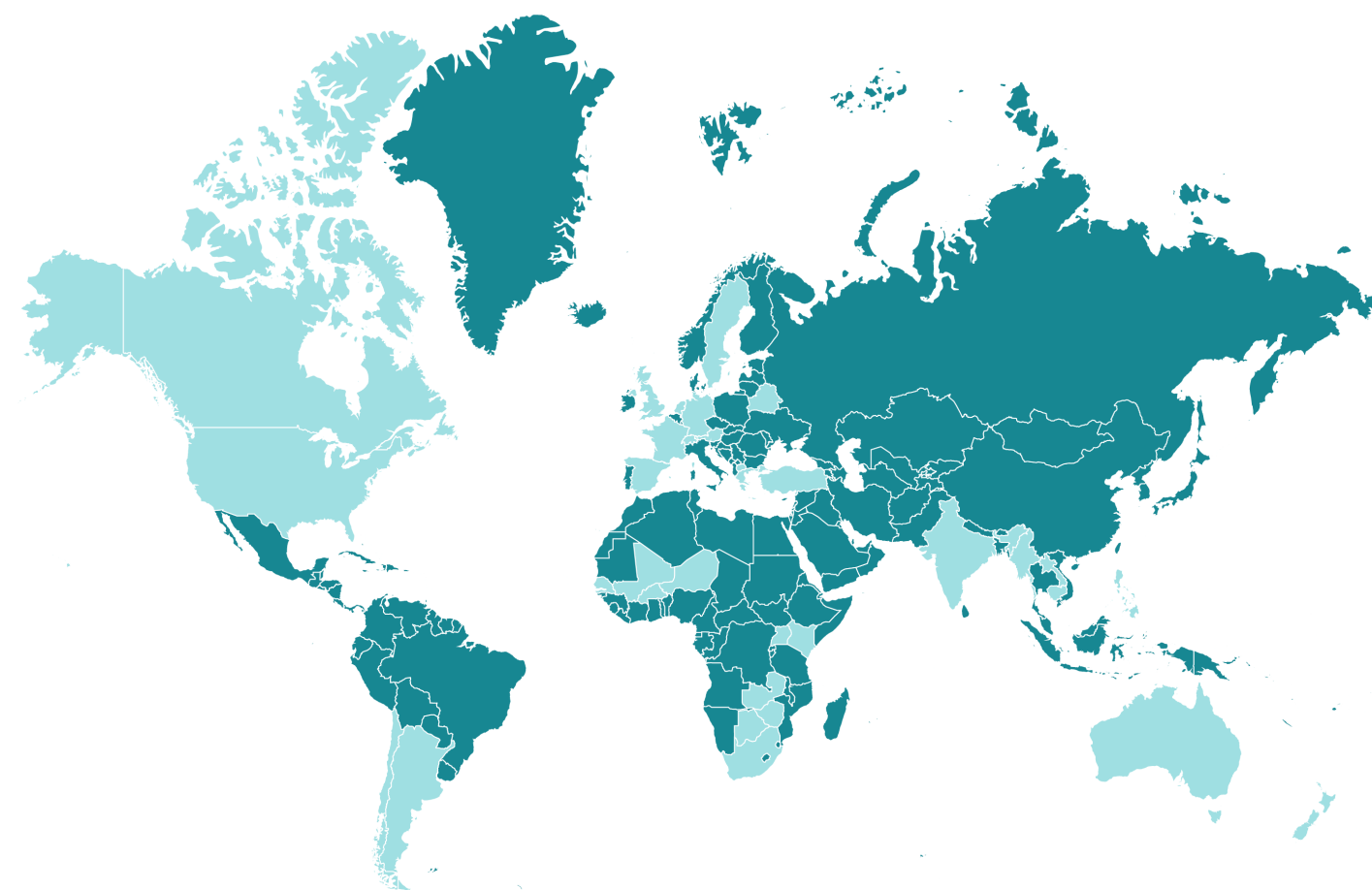
### Goal 2: To promote a culture of Dynamic Accountability

**Target 1: To monitor, learn, document and disseminate cases of effective Dynamic Accountability practices and tools.**

**Target 2: To encourage the donor community and other stakeholders –e.g. regulatory institutions- to adopt, promote and support a culture of Dynamic Accountability among the CSO sector.**

### Goal 3: To foster international exchange on accountability tools and practices to enhance knowledge

### 3. CONVENING OUR MEMBERS



During our 2021 Annual General Meeting and our Annual Workshop, we were pleased to welcome participants from over **35 countries** and more than **40 organisations** (member and external organisations) for in-depth and insightful discussions.

We would like to thank all participants for joining us and sharing their inputs.

#### ANNUAL GENERAL MEETING (AGM): POWERSHIFT, DECOLONIZATION AND ANTI-RACISM THROUGH THE LENS OF DYNAMIC ACCOUNTABILITY

From 9 - 10 June, Accountable Now virtually brought together members and other CSOs for the 2021 AGM. Each year, our AGM provides the opportunity for us to catch up with our members and discuss pertinent accountability issues within the civil society sector. For 2021, we chose to explore the theme of Powershift, decolonisation and anti-racism through the lense of dynamic accountability. Through presentations led by several of our members and an open-plenary sessions, we heard from Member organisations how they have embraced the powershift and reflected on how their organisation should fight structural inequalities and restore power to Global South actors.

Also, during a **Networkshop**, participants broke out into groups to explore how the following commitments of the 12 accountability can evolve to better address the powershift, decolonisation and anti-racism.



“ a list of developments or initiatives addressing this commitment from a powershift, decolonisation and anti-racism perspective shouldn't be indicative, but rather we need to find a more nuanced and qualitative way to demonstrate genuine and meaningful progress. ”

Find the [outcome document here](#).

Thank you to our member organisations for facilitating the presentations:

**ChildFund**  
New Zealand

**RESTLESS  
DEVELOPMENT**  
THE YOUTH-LED DEVELOPMENT AGENCY



## ANNUAL WORKSHOP: DYNAMIC ACCOUNTABILITY AS A SYSTEMIC CHANGE ENABLER

Accountable Now's 2021 annual workshop convened international and national civil society organisations, donors, and other changemakers to discuss 'Dynamic Accountability as a Systemic Change Enabler'. The workshop was held online from the 23 - 24 of November and was facilitated by Chilande Kuloba-Warria (Warande Advisory Centre), with sessions led by contributors from World YWCA and Connor Advisory, CIVICUS, Restless Development, and with Sarah Rose (Independent Consultant), who brought along four panellists.

The dynamic accountability approach that Accountable Now promotes, takes a systemic approach towards accountability that puts meaningful, inclusive and locally-led engagement with stakeholders at the forefront. Our previous work has illustrated that there is a need to give more space to actors in the Global South to ensure balanced and meaningful discussions can take place. Although there is a recognized need for systemic change and shifting the power, progress towards realising these goals is still limited. It is in this regard that we believe that accountability can and should play an important role in any systemic change processes.

Given this context of mounting interest and acknowledgement of the need for systemic change, Accountable Now and a group of interested organisations and individuals co-designed the 2021 Annual Workshop as a space to explore how the civil society sector applies a dynamic approach to accountability with the purpose of addressing the challenges that individuals, organisations, and the sector as a whole face when it comes to creating systemic change, and what are some of the practical steps that ICSSOs and other actors can take to start shifting the power.

“ **Accountability can and should play an important role in any systemic change processes.** ”

Annual Workshop Outcome, 2021

[Check out the annual workshop outcomes here](#)

To our member organisations and partners for co-creating the workshop agenda with us, thank you!



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People. Systems. Institutions



RESTLESS  
DEVELOPMENT  
THE YOUTH-LED DEVELOPMENT AGENCY

## 2021 PEER ADVICE GROUPS

Our Peer Advice Groups (PAGs) serve as space for our members to connect and work together on common challenges. During 2021, two PAGs were hosted by Accountable Now, with co-facilitators from our member organisations generously offering their time. Thank you to all participants, speakers, and to our co-facilitators for sharing their inputs and time!

### Safeguarding Peer Advice Group (PAG)

The **Safeguarding PAG**, which launched in September 2020 and is co-facilitated by Viviana Farfán Andrade (Global Safeguarding Specialist at EDU-CO), hosted several video calls throughout 2021, bringing external speakers to share relevant practices and expertise on the calls. The Safeguarding PAGs 2021 calls addressed the themes: **'Creating a safe and enabling environment for people to report'** led by Jo Thomson (Accountable Now Board member) and **'Being accountable: learning from incidents and adopting policies and practices'**, with Coenraad de Beer (Head of Child Care & Safeguarding at SOS Children Villages International).

### Impact Measurement Peer Advice Group (PAG)

The **Impact Measurement Peer Advice Group (IMPAG)** was a Community of Practice formed by individuals from Accountable Now Member organisations, with an interest and curiosity in Impact Measurement. This community was co-facilitated by Natalia Gubbioni (Amnesty International) and Hector Payo (Accountable Now). The PAG focused on four thematic areas within impact measurement:

- Contribution vs. Attribution
- Impact awareness culture
- Identifying impact indicators
- Impact sharing & learning

After almost 2 years of collaboration on these themes, the wrap-up call, which addressed impact learning and sharing, was held in April 2021. The outcome document capturing the main takeaways from the PAGS calls and exchanges, was presented.

In the fall, we released the first in a series of blog articles on **'Measuring CSOs Impact (and surviving to tell about it in a blog!')**, where Natalia Gubbioni unpacks the outcomes and provides recommendations based on the learnings from the PAG.

[Read the blog series 'Measuring CSOs Impact \(and surviving to tell about it in a blog!'\)](#)

## 4. PROMOTING DYNAMIC ACCOUNTABILITY



### ACCOUNTABILITY PILL PODCAST: YOUR MINI-DOSE OF CSO ACCOUNTABILITY

In 2021, Accountable Now continued work on its 'Accountability Pill' podcast, with the release of the second episode '[Finding opportunities to strengthen environmental accountability during Covid-19 pandemic and beyond](#)' which was published in April for Earth Day. This episode follows the first Accountability Pill Podcast, published back in September 2020, which addressed how our members, [Restless Development](#) and [CIVICUS](#), have engaged with their staff and volunteers throughout the Covid-19 pandemic in order to ensure safety, health and wellbeing.

To discuss this very important topic, we interviewed Anastasia Roniotes (Head Officer from [MIO-ECSDE](#)), Fouzy Mathey (Founder of [Yes4Humanity](#)) and Kristina Naunova (Policy & Network Officer for Western Balkans at [CAN International](#)). The guests discussed how their respective organisations can and should strengthen their commitment to the environment in the post-pandemic context, while fulfilling their objectives and missions - particularly considering the multiple disruptions to the civil society sector caused by the COVID-19 pandemic.



### FROM ACCOUNTABLE NOW'S BLOG

With contributions from Accountable Now staff, members organisations, and partners throughout 2021, our blog promoted the work being done to implement dynamic accountability across the CSO sector.

#### [Five Ways CSOs can be Accountable on International Women's Day](#)

Find good practices our members have implemented to promote women and girl's rights and address gender equality.

#### [Five Ways CSO Can Strengthen Their Accountability to the Environment on Earth Day](#)

This article shares tips for CSOs wishing to strengthen their environmental accountability through mitigating negative environmental impacts and embedding sustainability principles into programmes, policies, and practices.

#### [Powershift, decolonisation and anti-racism: the role of dynamic accountability and the Accountable Now membership](#)

Building on the AGM discussions, this article shares reflections on the fundamental role of dynamic accountability in addressing the powershift, decolonisation and racism within our membership.

#### [The Role of Principles and Values in CSO Accountability](#) (originally posted on the Global Standard website)

This article dives into **Cluster A** of the 12 Commitments and shares examples, with member testimonials, to illustrate how our members: fight for justice and inclusion; promote women's rights and gender equality; protect a healthy planet, and ensure lasting positive impact.

#### [Embracing Change While Adjusting to Changing Contexts](#) (originally posted on the Global Standard website)

Read how our members are working towards the **Cluster B** commitments: people-driven work, strong partnerships, advocating for fundamental change, and open organisations.

#### [Implementing Internal Accountability Practices Within the Accountable Now Membership](#) (originally posted on the Global Standard website)

Explore how our members are working towards **Cluster C** of the 12 Commitments: empowered, effective staff & volunteers, well-handled resources, responsive decision-making, and responsible leadership with testimonials from several of our members.

#### [Accountable Now Presents at the OECD Civil Society Days: Making CSO Effectiveness and Accountability Work in Times of Crisis and Beyond](#)

In June 2021, Accountable Now presented how we, with our members, have strengthened resilience, accountability and effectiveness throughout the COVID-19 crisis during OECD DAC's Civil Society Days. This article shares highlights and outlines areas for further work.

#### [The Global Standard: Going Global, Acting Local](#) (originally posted on the [CDA's From Where I Stand](#) learning forum)

Learn how the Global Standard tool has been localised in different contexts to put the principles of dynamic accountability into practice and the role this plays in shifting the power towards the communities in which CSOs work.



### ACCOUNTABILITY AND WHISTLEBLOWING SURVEY

In 2020/21, Integritas 360 conducted a Accountability and Whistleblowing survey among staff and volunteers from Accountable Now's member associations on their awareness, understanding, and perceptions around accountability and reporting within their organisation. Respondents reflected on the following themes:

- How open and accountable is their organisation in general?
- Has the organisation implemented various elements of a reporting / whistleblower framework?
- How did their organisation react to reports of actual, or suspected, cases of unethical behaviour and / or corruption?
- Are there any obstacles for staff or volunteers to use existing mechanisms?

■ [View the results](#)

## 5. DYNAMIC ACCOUNTABILITY INITIATIVES

### THE GLOBAL STANDARD FOR CSO ACCOUNTABILITY

Since 2018, **Accountable Now** has been hosting the Secretariat for the [Global Standard for CSO Accountability](#): a joint partnership of nine civil society accountability networks from around the world committed to putting people at the core of CSOs' decision-making processes. The Global Standard is a reference framework for CSOs to implement dynamic accountability within their organisation by encouraging them to engage in a continuous two-way dialogue with the people they work for and with, while ensuring flexibility and adaptability to different contexts.

Despite COVID-19 still being a huge barrier to the sector, the Global Standard Secretariat and Partners continued to make great advances to promote the Standard and dynamic accountability. Internally, the Global Standard consolidated its mission, vision and goals, developing a concrete Theory of Change to guide the long term sustainability of the initiative. Additionally, 2021 was dedicated to promoting intra-partnership collaboration and knowledge exchange. From the Festival of Learning where Partners shared their communications practices, to capacity exchanges between the Secretariat, CCC, DENIVA, Viwango, to presentations at workshops initiated by Rendir Cuentas and BCSDN, and finally to a joint partnership effort for the Global Standard Series of Donors' Dialogue - the year brought the Global Standard partnership closer and enhanced mutual understanding.



Externally, the Secretariat continued to support CSOs, networks and the private sector to advance knowledge and practices around dynamic accountability and the Global Standard through collaborations with Civic Alliance Latvia, the Zambian Governance Foundation, the Korean NGOs Council for Overseas and Development Cooperation, and Accenture.

Lastly, Accountable Now, while promoting the Global Standard, carried out key and strategic conversations around enabling the powershift at the OECD Civil Society Forum, the Bond Sector Catalyst Initiative and the East African Philanthropy Network. Furthermore, we were also invited to contribute to CDA Collaborative's From Where I Stand series, further enhancing the public visibility of the initiative.

### THE GLOBAL STANDARD PARTNERS



### DAC RECOMMENDATIONS / OECD RECOGNITION

During 2021, the **Organisation for Economic Cooperation and Development** (OECD)'s **Development Assistance Committee** (DAC) referenced and recognised the Global Standard for CSO Accountability within their Recommendation on Enabling Civil Society. These legal instruments are a set of recommendations that aim to support DAC members and other development co-operation and humanitarian assistance providers to enhance how they address civic space and work with civil society actors.

The OECD also underscored that civil society actors must also take action to enhance their effectiveness, transparency and accountability. It calls on and recommends that its country members support voluntary CSO efforts to build on existing good practice and standards in CSO-led self-regulation, transparency and accountability mechanisms to broaden CSO participation in such mechanisms.

The DAC Recommendation addresses together three inter-linked pillars:

- 1 respecting, protecting and promoting civic space;
- 2 supporting and engaging with civil society; and
- 3 incentivising CSO effectiveness, transparency and accountability.

This achievement is something that Accountable Now will continue to build on to continue advocating for sustained financial support for CSOs who wish to engage and adopt the Global Standard. We will also advocate for recognition for those organisations who are implementing our framework and thus reduce the burden on compliance and increase access to funding!

[Read more about the DAC Recommendation here](#)

### SERIES OF DONOR DIALOGUES

The Secretariat held two sessions with a set of donors from around the sector to further discuss the Global Standard as a support tool to both donors and CSOs efforts in putting people at the core of development ("[Support Mechanisms for Civil Society Resilience](#)") and open an avenue to continue conversations advancing the powershift agenda ("[Powershift in Practice](#)").

Over 15 donors from a wide variety of institutions (including Sida, Diakonia, DanChurchAid, Islamic Development Bank, French Ministry of Foreign Affairs, PeaceNexus Foundation, Ford Foundation, among others) participated in these sessions.



## THE DYNAMIC ACCOUNTABILITY COMMUNITY OF PRACTICE

The [Dynamic Accountability Community of Practice](#) (DACoP) is a joint collaboration between Accountable Now (as host of the Global Standard for CSO Secretariat), CIVICUS, Restless Development and Keystone Accountability which was founded back in 2020. Since then, the DACoP expanded its membership and created more opportunities for members to exchange knowledge and deepen their dynamic accountability practices. We are very excited to see that the Community of Practice continues to grow and that practitioners are interested in learning, sharing and exchanging on Dynamic Accountability!

Throughout the year, the DACoP continued to bring resources, opportunities and timely content to its members through the monthly newsletter. The Community also advanced in inclusion, piloting a trilingual approach to its Google Group. Furthermore, to respond to the challenges faced by the sector at the beginning of last year, the Community gathered at a Networkshop to get to know one another better, share practices of resilience and provide much needed mutual support. The meeting also germinated the idea of DACoP Learning Groups, which subsequently developed into more specialised exchanges on varied topics.

## THE DACOP LEARNING GROUPS

As a result of the members' evaluation/survey and the conversations held in the Networkshop, the DACoP Learning Groups were convened to build the community further and connect members through our shared interest in dynamic accountability.

The DACoP coordination team is currently convening roughly 9 Learning Groups on a

diverse set of topics. Accountable Now as host of the Global Standard Secretariat in particular, is leading groups on Feedback, Accountability Towards Children in Humanitarian Context, and Advancing a Culture of Accountability within Organisations.

These learning groups are expected to continue into 2022 since a sense of fellowship and solidarity is growing as members assemble and share.

## REBALANCING POWER WORKSHOP

On 5 August, a workshop on Rebalancing Power was held with the aim of supporting practitioners to reflect on the power that they hold and how they can support its shift. This workshop challenged participants to reflect, reimagine and identify concrete steps for creating more equitable and just relationships with collaborators and partners.

More than 40 participants were invited to share their own experience in break-out groups through reflecting on their power and dissecting how decisions can be made more horizontally, especially in collaborations with external parties. See the learnings in the outcome document [here](#).

## DACOP PARTNERS



## THE DEVELOPMENT ALTERNATIVE

The Development Alternative was a project that aimed to shift power towards young people by supporting them in improving development programmes where they live. Young volunteers worked with the [DevelopmentCheck phone app](#), created by Integrity Action (one of the Development Alternative partners), to collect feedback from community members on local problems, share suggestions with development organisations, and ultimately to improve local programmes and work towards fixing local problems. The Development Alternative project was led by Restless Development and coordinated in collaboration with [Integrity Action](#), [DOT Lebanon](#), [War Child](#), [Interac for Civil Society](#), [Y Care International](#), and [YMCA Madagascar](#) and Accountable Now. You can learn more about the project [here](#).

Due to changing donor priorities, the Development Alternative was no longer funded by FCDO for its second phase. For this reason, during 2021, the partnership underwent the last months of implementation, during which the project wrapped up all activities and closed operations with its local partners. To share outcomes and learnings from the project, the Development Alternative project led a dedicated session during Accountable Now's 2021 annual workshop.

## DYNAMIC ACCOUNTABILITY SPOTLIGHT SESSION

The **Development Alternative** consortium was spotlighted for its Dynamic Accountability practices and carried out a learning lab for all the other members in the Bond AID Connect-funded consortias. This was a great opportunity to continue promoting a different way of practicing accountability, make the case that a different way of working is possible, establish horizontal partnerships, and be more effective in our actions as a sector.

The consortium also highlighted its focus on fighting power imbalances through its diverse group of participants, which allowed for different sector actors to reflect on their role to enable Dynamic Accountability, contributing to transformational change in the sector!



## THE DEVELOPMENT ALTERNATIVE PARTNERS



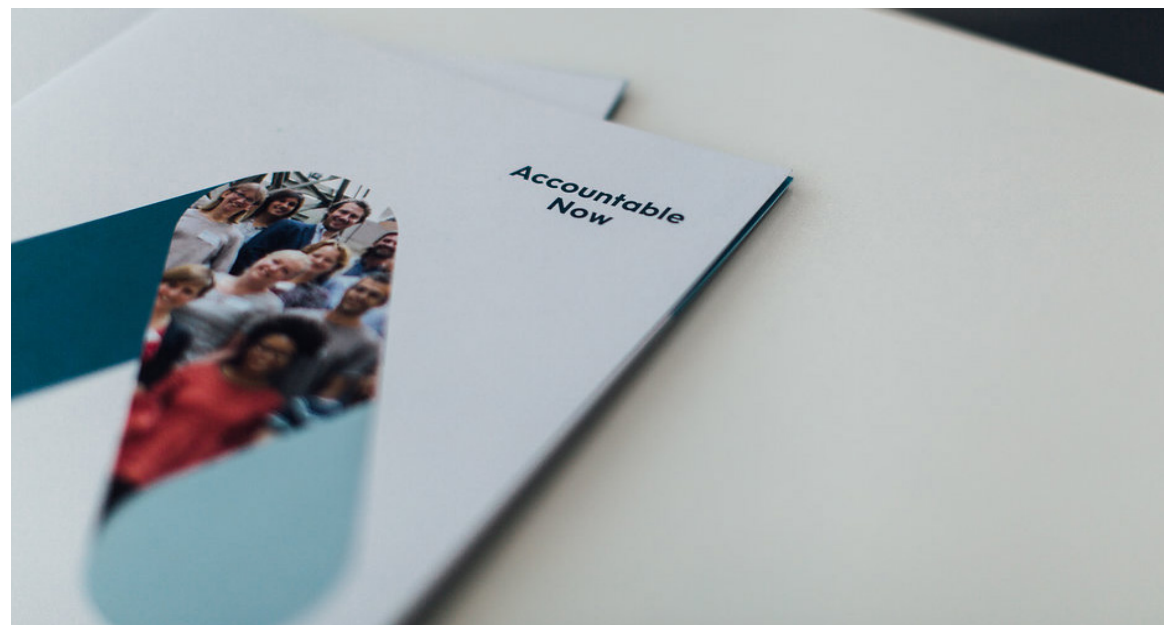


## 6. OUTREACH AND COLLABORATION

### ALL INDIA DISASTER MITIGATION INSTITUTE (AIDMI)

Accountable Now continued to work with [All India Disaster Mitigation Institute](#) to create a special accountability issue of their South Asia Disasters.net Journal. This issue, titled '[Accountability to Affected Populations in Times of the Pandemic](#)' explores accountability during the COVID-19 pandemic, which has triggered a major slowing of the global economy, and has invariably led to a massive funding crunch for civil society organisations (CSOs). In addition to the funding cutbacks which have disrupted many programmes, CSOs have had to pivot their activities to respond to the challenges of COVID-19. These factors have drastically changed the meaning and scope of accountability to affected populations (AAP) for donors, CSOs and governments.

This issue of [southasiadisasters.net](#) brings together a wide range of articles from practitioners, researchers and community leaders, with contributions from around 20 individuals working in local CSOs, INGOs and donor organisations from around the world, and explores how they have re-negotiated the meaning of accountability in this changing landscape and in what way they have utilised and adapted accountability practices in their organisations/projects whilst operating under challenging and restrictive conditions.



### GLOBAL ACCOUNTABILITY WEEK

Each year, Global Accountability Week is an opportunity for CSOs to showcase their accountability practices and learn from one another on different ways to be more accountable. Global Accountability Week 2021 (22-24th November) focused on what civil society worldwide has done to increase, improve and learn about 'Dynamic Accountability'. Participating organisations used social media, with the hashtags #BeAccountable and #GAW2021, to feature the cultures, structures and mechanisms that foster participation and ongoing dialogue within organisations and with the communities they work for and can adapt flexibly depending on changing needs.

[#BeAccountable](#)

[#GAW2021](#)



### ACCOUNTABLE NOW AT OECD CIVIL SOCIETY DAYS

On 2 June 2021, Accountable Now joined civil society actors, donors, and governance leaders in the OECD DAC's Civil Society Days. The technical virtual workshop, 'Towards building forward better together: finding solutions to enable civil society,' brought together a variety of actors who shared their insights and experiences to contribute to a collective learning experience. Accountable Now's Interim Executive Director presented how we, with our members, have strengthened resilience, accountability, and effectiveness during the COVID-19 crisis. The session allowed reflecting on the good practices found within members' accountability reports, on CSO effectiveness and resilience in times of COVID-19 that were common for most of our members' experiences in 2020.

[Read about the OECD DAC Civil Society](#)

[Days 2021](#)



## 7. ACCOUNTABILITY REPORTING

Our members submit annual accountability reports that demonstrate how their organisations are advancing the [12 Accountability Commitments of the Global Standard for CSO Accountability](#). A comprehensive reporting framework guides the reporting process, ensuring the commitments are being met. Submitted reports are reviewed through an independent review process to maintain credibility and integrity.

In 2021, we received 15 full accountability reports from our members. To enhance the visibility of these reports, [member profile pages](#) on the Accountable Now website have been improved. As well, a review process of members' websites has led to the creation of a guidance document to improve the visibility of an organisation's Accountable Now membership and accountability reports on their website. This guidance was shared with our member organisations. We will continue to find new ways of sharing and promoting the work that our members are doing to improve their accountability practices.

[Check out our members' accountability reports](#)

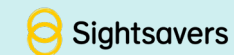


### GOOD PRACTICES

During the reporting review process, innovative practices and tools are identified and published in our Good Practice Library.

[Visit our Good Practice Library](#)

#### Sightsavers International [#ResponsiveDecisionMaking](#) [#ResponsibleLeadership](#)



Sightsavers' accountability report covers the activities of the entire organisation including Sightsavers' seven subsidiary entities (Sightsavers UK, US, Ireland, India, Norway, Sweden and Italy). Their performance and any data requested under Accountable Now's reporting framework is integrated into the Secretariat's accountability report and the report and the feedback given by Accountable Now's Independent Review Panel are shared with employees globally and areas for further work discussed at management group meetings. This ensures accountability is embedded within the organisation to deliver against the areas of commitment highlighted in the report.

#### ChildFund Alliance [#StakeholderEngagement](#)



The Child-Friendly Accountability approach aims to ensure children have safe means to participate in monitoring the performance of child protection systems and holding duty bearers accountable. Children are supported in building their knowledge, in identifying protection gaps and facilitating direct action or advocacy with their communities to address these gaps. A Field Manual and a Toolbox, provide guidance and tools on how to effectively apply the approach.

#### Accountability Lab [#Responsible Leadership](#) [#Empowered Staff & Volunteers](#)



Accountability Lab uses Accountable Now's reporting process as the basis for annual reflection and course correction. The reporting framework and process were framed in alignment with Accountability Lab terminology and internal processes by the learning team. The resulting process is supporting Accountability Lab's country offices, learning managers and Board members, to continue to have meaningful conversations around progress and learnings, while producing inputs for the accountability report.

#### Oxfam

[#Safeguarding](#)



One Oxfam Safeguarding Core Standards offers an easy-to-understand document summarizing Oxfam's public safeguarding commitments to guide practice, strengthen safeguarding systems, and ultimately help hold managers in Oxfam accountable. A Global Case Management (GCM) system for Safeguarding and Fraud & Corruption is available for all 20 Oxfam Affiliate Case Management teams and Oxfam International, which aligns Affiliate processes, data and ways of working, and introduces a unified approach to case management across the confederation to further strengthen Oxfam's trends analysis, accountability, and risk management.



## 8. TEAM AND GOVERNANCE

### BOARD OF TRUSTEES

Accountable Now is extremely grateful for our committed Board and their extraordinary support in 2021, leading the Secretariat through the second year of pandemic-related disruption while continuously exploring our future strategic direction.

During 2021, our Board of Trustees was joined by two new members: Mary Brezovich and Sekoetlane Phamodi. We would like to extend a warm thank you to Betty Su-Chiou Ho (Taiwan fund for Children and Families), who stepped down in 2021 for her generous support and guidance.



**Colm Ó Cuanacháin**  
Independent  
Chair of the Board



**Amy Taylor**  
CIVICUS  
Vice-Chair



**Olivier Guth**  
ADRA  
Treasurer



**Alex Sardar**  
Independent



**Dumi Gatsha**  
Independent



**Megan Colnar**  
Independent



**Oscar Mushivochi**  
CBM



**Mary Brezovich**  
SOS Children's Villages



**Sekoetlane Phamodi**  
Accountability Lab



**Jo Thomson**  
Independent

### INDEPENDENT REVIEW PANEL

The Independent Review Panel (IRP) plays an integral role in Accountable Now by independently and critically assessing our members' compliance with our 12 Accountability Commitments through the reporting review process. Additionally, the panel plays a central role in the reworking and updating of our reporting framework.

Four new members joined the IRP in 2021: Mayumi Fuchi, Angela Crack, Nada Zohdy, and Sarah Rose. We would like to express our gratitude to the former Chair of the Panel, Chilufya Chileshe, and give thanks to our new Chair, Snježana Bokulić.



**Angela Crack**



**Charlie Martial Ngounou**



**Chilufya Chileshe**



**Elodie Le Grand**



**Jeremy Sandbrook**



**Mayumi Fuchi**



**Mihir Blatt**



**Nada Zohdy**



**Sarah Rose**



**Snježana Bokulić**



**Simon Lawry-White**

### THE SECRETARIAT



**Rocio Moreno Lopez**  
Executive Director  
(Parental leave)



**Ilina Neshikj**  
Interim Executive Director



**Bethany Keeley**  
Communications Coordinator  
(until August 2021)



**Bao Han Tran Le**  
Programme Officer for  
the Global Standard



**Elisa Lopez**  
Programme Manager  
for the Global Standard



**Hector Payo**  
Membership and  
Reporting Manager



**Mary Sprague**  
Administrative and  
Communications Assistant



## 9. OUR MEMBERS

Accountable Now would like to express our gratitude to our members for their continued efforts towards advancing accountability within their organisations and across the CSO sector more broadly.

Is your organisation interested in improving its accountability practices? [Become an Accountable Now member!](#)

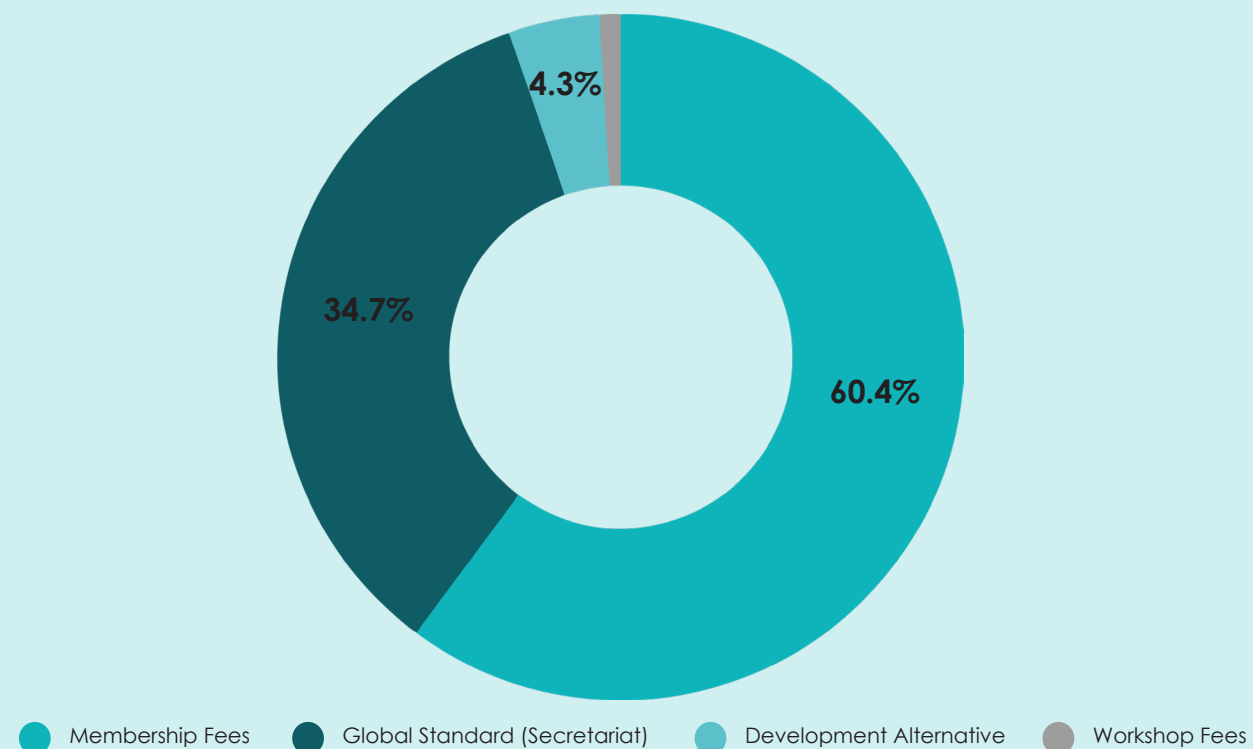


## 10. OUR FINANCES

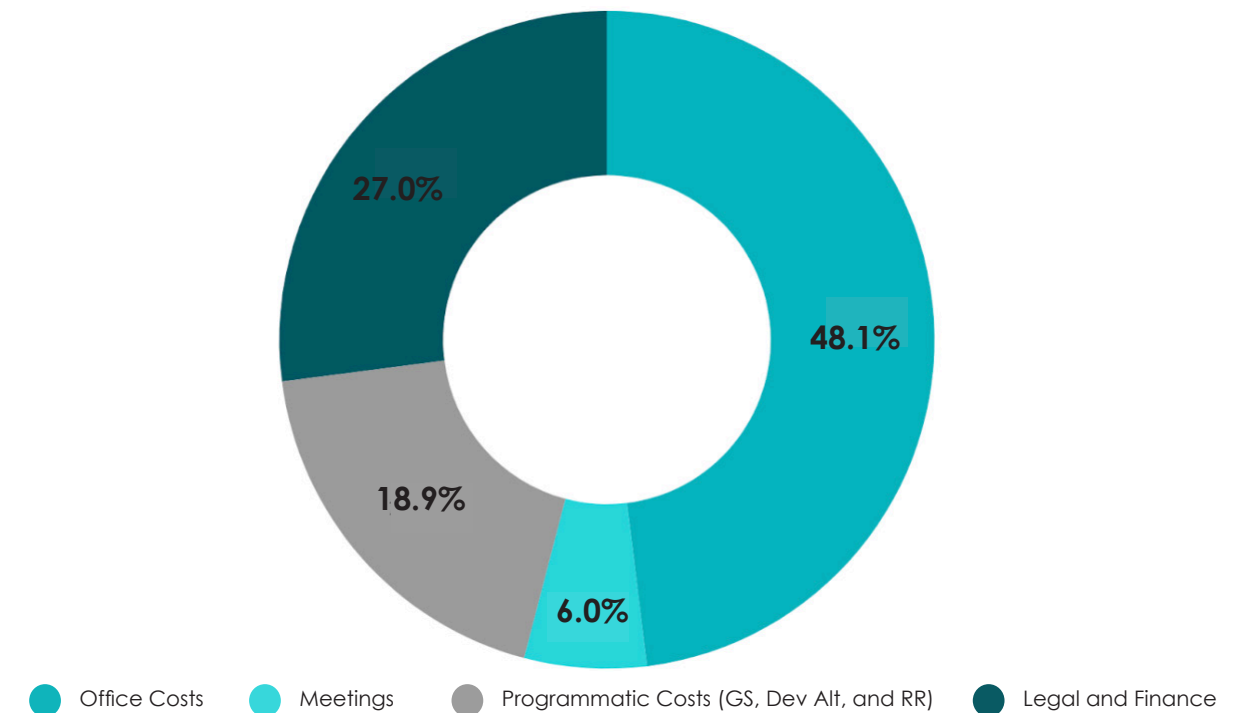
For the year ending 31 December 2021, Accountable Now closed the year with a **surplus of slightly over €54,346,97** (2020 surplus: €36,492). As with in 2020, this surplus can be explained by not spending on travel and in-person meetings as a result of the COVID-19 pandemic. This surplus has increased Accountable Now's reserves.

From January to December 2021, the **total income for Accountable Now was €380,821**, up 2.66% compared to 2020 (€370,969). While the total income of was predominantly derived from membership fees (60.4%), during the year we also saw contributions from project funding with the Global Standard Extension Phase at 35% and the Development Alternative at 4.3%. Income from workshops brought in 1%. In **2021 expenditures** amounted to €321,822. Salaries, office costs and administrative support, as in previous years, continued to be our largest cost.

Income Distribution 2021: €380,821



Expenditure 2021: €321, 822



Comparative Year-to-Year Income and Expenditure History (2015-2021)



