



ACCOUNTABLE NOW

ANNUAL REPORT

2022

GLOBAL STANDARDS LOCAL TRUST



WHAT WE DO

Accountable Now is a global platform that supports our member organisations - international civil society organisations (ICSOs) - and the greater development sector ecosystem in being more transparent, responsive to stakeholders, and focused on delivering impact by encouraging CSOs to embed Dynamic Accountability principles and practices into their work. Dynamic Accountability is a people-powered approach to accountability that is grounded in continuous and meaningful dialogue with all those impacted by an organisation's work in order to ensure that their needs and priorities are driving decision making and ultimately, to shift power towards the people and communities that organisations work for and with.

Through projects and partnerships, convening practitioners, evidence-based research and through our reporting framework for our Members, we are promoting change within the world of accountability and ensuring that people have the power to hold organisations accountable for their actions and outcomes. We regard Dynamic Accountability as the key to transforming organisations to become more responsive to the needs and priorities of their stakeholders, helping to build trust and ensure that organisations are more effective in their work. In this way, CSOs can become more trusted, achieve better and more sustainable outcomes, and contribute towards building more just and equitable societies.

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WELCOME LETTER

FROM

Rocio Moreno Lopez
Executive Director
Accountable Now



Dynamic Accountability:
Changing Approaches to
CSO Accountability



Dynamic Accountability
Explainer

Dear Members, partners and colleagues,

For Accountable Now, 2022 was the year of Dynamic Accountability. This was the year where we really worked with our Members and other strategic partners to unpack what it really means to be accountable to the people we work for and with. Amongst many other things, 2022 was a year characterised by a wide number of initiatives, pledges, demands and commitments to advance the locally led development agenda. This was the year where Accountable Now participated in the Re-imagining NGOs (RINGO) and collaborated with the Pledge for Change. We organised two Dynamic Accountability Dialogues that focused on addressing questions around how can we be more inclusive, how can we establish better and more equitable partnerships with local organisations and with the funder community, how can we redress power imbalances and how can we be more dynamically accountable?

This last question was of course the main focus of our work during 2022. As our Members know, Dynamic Accountability is not a one-off exercise that organisations can undertake, receive a certificate for it and feel that they have done their job. This is a journey and it's a journey that evolves across time and that requires us to continuously assess our practices, programmes and interventions. It is a process that encourages organisations to listen to, take into account and be more responsive to the people and communities that they work for and with. And all of this is underpinned by a values-based approach that tells us that this is not only the right thing to do but that we must do it in the right way in order to get a wide range of perspectives and voices into the mix. This is what Accountable Now stands for and this is what we work with our members on and this will continue to be the focus of our work in 2023 but with some additions.



Conversations around how to advance locally led development will continue to be at the front and centre of 2023. Every actor within the development sector is convinced that we need to shift the power to local actors but there are still questions on how to do this and for us, it cannot be done without strong, fit for purpose and inclusive accountability mechanisms. We need to make sure that the people that we work for and with have the right mechanisms to demand change from us, that push us to work in different ways and to establish more equitable and horizontal relationships. It is in this line that Accountable Now will be informing and providing concrete examples from our Members that showcase how this is advancing the transformation of our sector. In addition, we would like to begin working closely with the funder community to reflect on their role and how they can also contribute and support this needed change.

This thinking and strategic direction underpins our new roadmap and we will present it at our upcoming Annual General Meeting! After 15 years, Accountable Now is ready to expand its focus and to start working with other actors within the development community so that we are all more accountable. Our new approach to change seeks to support sector-wide transformation through a multi-pronged strategy that involves working not only with CSOs -national and international-, but also with funders, bilateral and multilaterals and with any other key stakeholder that should be dynamically accountable for their direct and indirect actions.

We hope that you will continue to support and work with us in transforming the sector. In the meantime, please keep reading to get a flavour of what we achieved and how we set the ground for what's to come this year!

2022 was the year of **Dynamic Accountability**. This was the year where we really worked with our Members and other strategic partners to unpack what it really means to be accountable to the people we work for and with.



OUR BEYOND 2018 STRATEGY

2022 marked the fifth year since the adoption of our **Beyond 2018 Strategy**.

Guided by the strategic goals set out, we have been working towards achieving our mission of promoting a global development sector that is more just, equitable, and accountable.

THE GOALS OF OUR BEYOND 2018 STRATEGY ARE:

1

Encourage the adoption of 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.

2

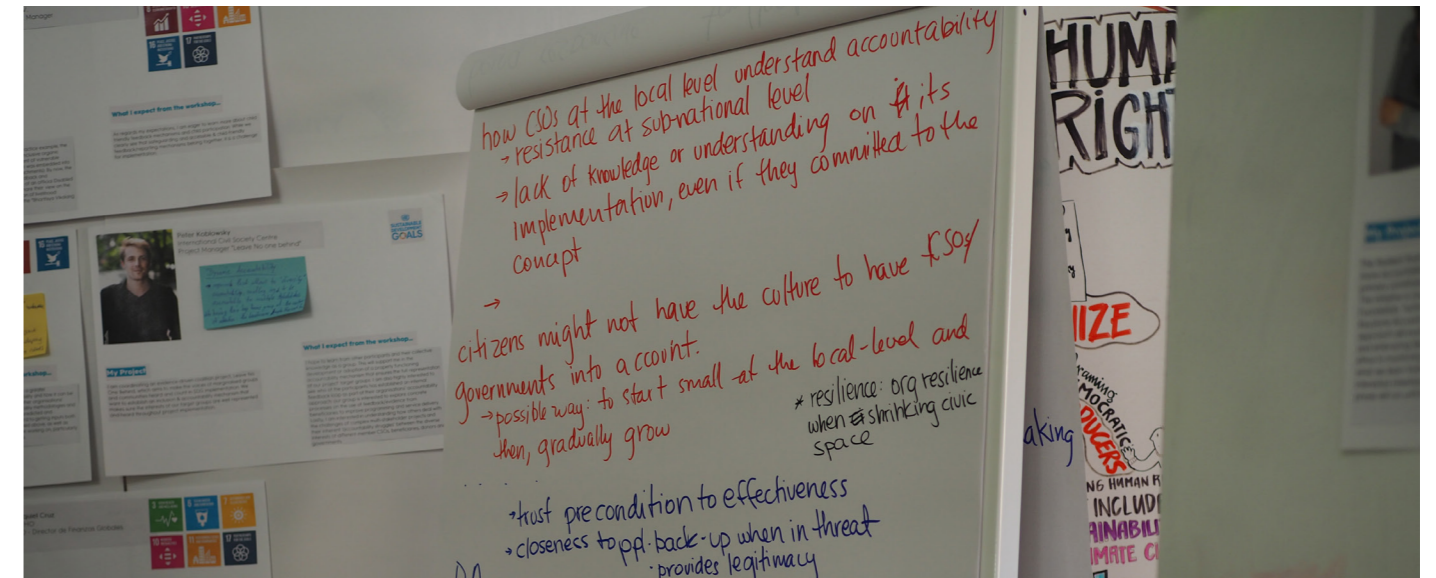
Promoting a culture of Dynamic Accountability

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.

3

To foster international exchange on accountability tools and practices to enhance knowledge



KEY DATES FROM 2022:

In 2022 Accountable Now continued to align our work with key dates, partnering with Members and other organisations to create content reflecting on major challenges faced in the development sector and showcasing some of the work being done to meet these challenges and to promote Dynamic Accountability.

View more resources we produced in 2022.

March 8th (International Women's Day) Accountability in Focus report: Women's Rights and Gender Equality and Accountability Pill podcast: Applying Gender Perspectives in Accountability

April 22nd (Earth Day) Webinar: Engaging Stakeholders in Climate Advocacy Actions: a Dialogue

May 17th (International Day Against Homophobia, Biphobia and Transphobia) Webinar: Our Bodies, Our Lives, Our Rights

June 5th (World Environment Day): Cheatsheet How to Maintain a Healthy Planet as a Cross-Cutting Value in CSOs Work (with MIO-ECSDE)



OUR MEMBERS



MEMBER COLLABORATION

Review of Accountable Now's Reporting Process:

Accountable Now is committed to working with our Members to drive our work. Feedback from our Members, as well as from our stakeholders, plus the emerging themes in the world of CSO accountability (such as locally led development and shifting power) have prompted a revision of our reporting process. In 2022, Accountable Now organised a working group with representatives from our Member organisations to conduct a review of the current reporting process and work together to design a new reporting process that is more agile, to reduce the reporting burden for members, and to address the more important accountability areas of Accountable Now members.

We are looking forward to launching our new reporting process in 2023, stay tuned!

Is your organisation interested in improving its accountability practices?

JOIN US!

ACCOUNTABILITY REPORTING

Each year, our Members submit reports that demonstrate how their organisation is advancing towards the 12 Accountability Commitments of the Global Standard for CSO Accountability. The reports are assessed according to the **Reporting and Assessment Framework** by an Independent Review Panel (IRP) to maintain credibility and integrity. Recommended areas of progress are summarised by the Panel in an Improvement Analysis. All Members are invited to provide their feedback, which is published online alongside their Accountability Report and Improvement Analysis.

In 2022, we received **10 full accountability reports** and **5 interim reports** from our Members.

Congratulations to all our Members that submitted their reports in 2022!



View our Member's Accountability Reports

The 12 Accountability Commitments

Cluster A: What we want to achieve

- 1 Justice & Equality:** We will address injustice, exclusion, inequality, poverty and violence to create healthy societies for all.
- 2 Women's Rights & Gender Equality:** We will promote women's and girls' rights and enhance gender equality.
- 3 Healthy Planet:** We will protect the natural environment and enhance its ability to support life for future generations.
- 4 Lasting Positive Change:** We will deliver long-term positive results.

Cluster B: Our approach to change

- 5 People-driven Work:** We will ensure that the people we work with have a key role in driving our work.
- 6 Strong Partnerships:** We will work in fair and respectful partnerships to achieve shared goals.
- 7 Advocating for Fundamental Change:** We will address root causes by advocating for fundamental change.
- 8 Open Organisations:** We will be transparent about who we are, what we do and our successes and failures.

Cluster C: What we do internally

- 9 Empowered, Effective Staff & Volunteers:** We will invest in staff and volunteers to develop their full potential and achieve our goals.
- 10 Well-handled Resources:** We will handle our resources responsibly to reach our goals and serve the public good.
- 11 Responsive Decision-making:** We will ensure our decisions are responsive to feedback from the people affected by our work, partners, volunteers and staff.
- 12 Responsible Leadership:** We will ensure our management and governing body are accountable.



CONVENING OUR MEMBERS, PARTNERS AND NETWORK

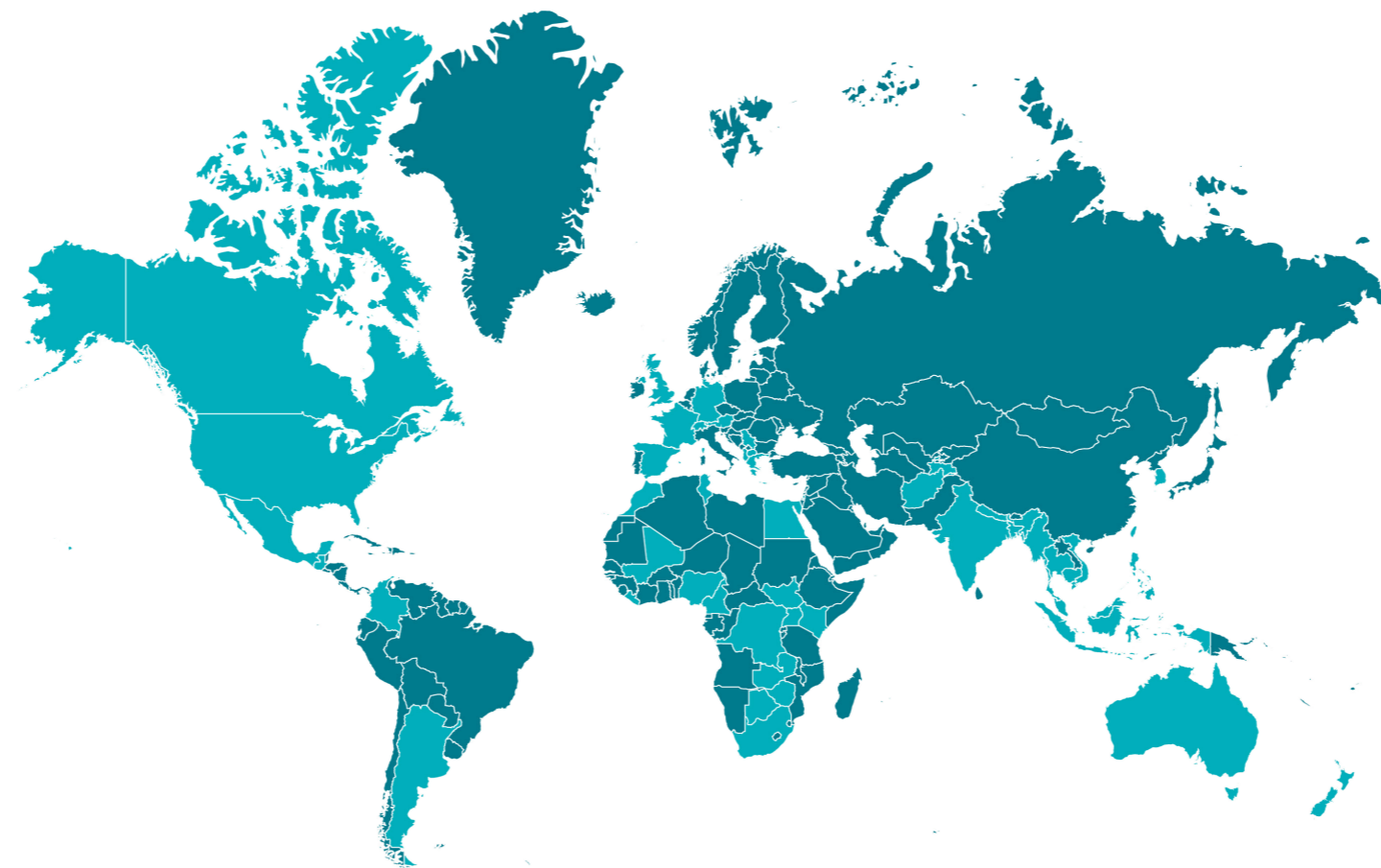
2022 ANNUAL GENERAL MEETING

On the 26th May, Accountable Now brought together our Members for our virtual Annual General Meeting (AGM), combined with a multi-day virtual conference, inviting members as well as external organisations and practitioners for conversations on key accountability topics.

We hosted our first **Dynamic Accountability Dialogues** from the 23rd - 25th of May. During the Dialogues, we explored ways organisations can move 'from Rhetoric to Action' to tackle the structural power imbalances within civil society and shift power towards the communities that CSOs work for and with, to promote diversity, equity, and inclusion, and how organisations can scale their impact through digital means while remaining accountable to their stakeholders.

We were also joined by the **Dynamic Accountability Community of Practice** ([more info here](#)), and the Global Standard Partnership ([more info here](#)), who led two sessions to celebrate the journey of the DACoP so far, and to share and exchange on how different aspects of accountability are practised and embedded in the participant's organisations. [See outcomes of their session 'A Community's Journey'](#).

Thank you to these organisations for joining to present their work:



Our 1st Dynamic Accountability Dialogues brought together participants from:

48 COUNTRIES 98 ORGANISATIONS

KEY LESSONS LEARNED

Addressing Diversity, Equity, and Inclusion requires an intersectional approach and avoiding tokensim is a must. Real inclusion means that people have the power to affect decision making. If promoting diversity and inclusion is a priority, organisations need to be prepared to spend the time and resources that this work requires. This work is political, not just technical and is ultimately about shifting the power - thus it requires political will to challenge the status quo.

Funding is one of the main ways enable a power shift. Recognising that local communities and actors are best placed to identify local issues and create solutions, and **ensuring that they have access to the funding and resources that they need** can help to redress the structural power imbalances in the sector and promote more just and equitable societies.

Mutual and horizontal partnerships can play a central role in the programme implementation and delivery as a way to combine strengths, work towards a common goal, and achieve shared success. But also, mutual partnerships with those voices that have traditionally been left out of decision making, including but not limited to women and girls, can enable all people to participate fully in society and to achieve their true potential. This does not only benefit those communities, but is a necessary foundation for peaceful, prosperous and sustainable societies.

DYNAMIC ACCOUNTABILITY DIALOGUES

Our December 6th Dynamic Accountability Dialogues: Accountable Future brought together a diverse group of participants to consider the greatest challenges that CSOs may be facing in 2023 and to identify possible solutions.

The major challenges identified were:

Climate Crisis: The crisis is widening existing social inequalities and historically disadvantaged communities are most affected. Accountability must be a priority when addressing climate change to ensure environmental justice.

Economic Challenges / Funding: CSOs must continue demonstrating why their services and work remain much needed, and establishing two-way dialogues with different actors - particularly donors- to reflect on the consequences of shrinking funds and identify ways to be more flexible.

Restricted Civic Space: The sector must continue to preserve or expand civic space as and ensure that its worth is known - and hold governments and those in power to account.

[See the full outcomes.](#)



Watch our webinar: **'Being Accountable: Our Different Journeys Towards Inclusiveness, Diversity and Shifting Power'** to hear a follow up conversation on the Diversity, Equity, and Inclusion discussion held during the dialogues.



OUTREACH AND COLLABORATION

ADVANCING THE LOCALISATION AGENDA

Accountable Now continues to be part of advancing the localization agenda by promoting Dynamic Accountability and the Global Standard in different groups and conversations. In 2022, we took part in the following:

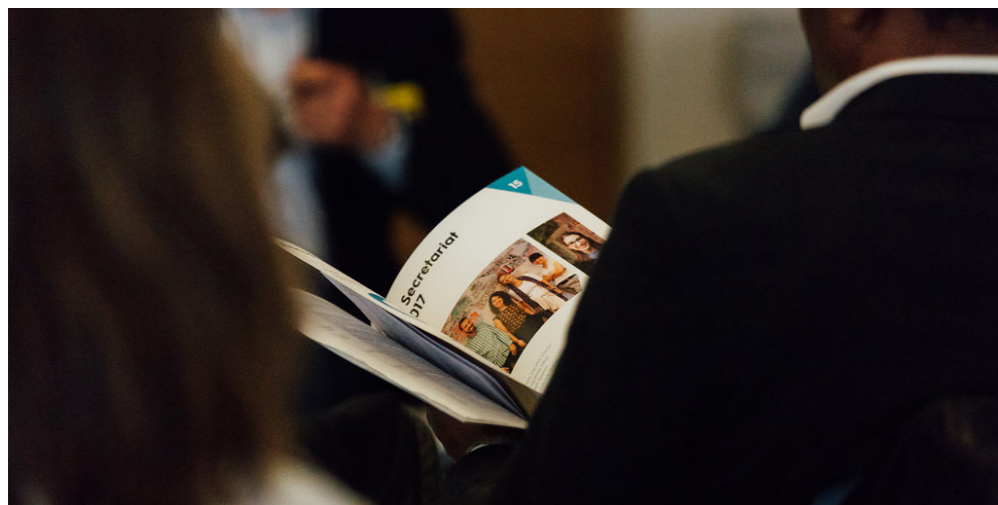
OECD DAC group - following the recognition of the Global Standard in the 'DAC Recommendation on Enabling Civil Society in Development Co-operation and Humanitarian Assistance', we have continued conversations on how we can support the group on advancing their commitment to localization and implementing the recommendation on enabling civil society.

Bond - Accountable Now is currently co-chairing one of the Bond working groups 'Catalysing locally-led development in the UK aid system', and we continue to advocating for the use of the Global Standard for CSO Accountability and Dynamic Accountability within the Bond community. The Global Standard will be referenced in 'Becoming Locally-led as an Anti-Racist Practice: A guide to supporting INGOs.'

Pledge for Change - throughout 2022, Accountable Now participated in the prototype of Adeso's Pledge for Change, and in the Festival of Learning as a speaker in the session called 'How can we revolutionise accountability and measurement?'.

Zambian Governance Foundation - Accountable Now teamed up with the Zambian Governance Foundation to produce a 6-week vlog series on Dynamic Accountability for their weekly Newsflash newsletter. We interviewed a variety of organisations showcasing how Dynamic Accountability works in practice in the African context in order to inspire other african organisations to start their accountability journey.

[Watch the vlog episodes on our youtube channel.](#)



GLOBAL ACCOUNTABILITY WEEK

From October 3 - 7th, Accountable Now was pleased to join AGNA (CIVICUS), the Balkan Civil Society Development Network, Rendir Cuentas, NISC - National NGO Coalition, the Global Standard for CSO Accountability and other partners for Global Accountability Week - an annual campaign dedicated to showcasing civil society's efforts to innovate and improve their accountability practices.

2022, marking the fifth year of Global Accountability Week, explored Dynamic Accountability and the week provided a great opportunity for participating organisations to highlight some of the great work being done to advance dynamic accountability within the sector. The campaign is aimed at reaching those new to accountability that would like to start their journey, as well as a wider audience of accountability enthusiasts and practitioners across the civil society sector. Additionally, the campaign is geared towards reaching donors and other power holders to challenge them and to begin reflecting on the importance of being accountable and walking the talk.

This year, in combination with the social media campaign, a series of virtual and in-person events that will be held. Accountable Now had the opportunity to co-host two events:

Unpacking Dynamic Accountability: The Dynamic Accountability Community of Practice put together an hour-long session introductory session on Dynamic Accountability - how it can be practised and how it can help organisations to achieve better outcomes.

Dynamic Accountability Dialogues: Accountable Now and **Accountability Lab** hosted an open in-person dialogue at the Open Gov Hub in Washington D.C. During the session, participants discussed the importance of strengthening organisations' accountability efforts to advance locally-led development. Participants were able to make the link between practising Dynamic Accountability and how this approach will put the people we work for and with in the driver's seat.



PROMOTING DYNAMIC ACCOUNTABILITY

Accountable Now strives to be a thought leader on Dynamic Accountability and other relevant topics for the sector through publishing blog articles, webinars, podcasts, evidence-based reports, and other pieces. Further, we are also committed to using our platform to amplify voices from within, and outside of, our membership through the co-creation of webinars and other content. Here is the collection of pieces that we shared in 2022:

FROM OUR BLOG

[Read Here](#)

How not to lose the gender perspective: released for International Women's Day with **Accountability Lab** and the Global Standard. This cheat sheet shares 10 ways that CSOs can ensure that they do not lose the gender perspective through reflecting on their policies and practices and advocating for gender equality.

[Read Here](#)

How to Maintain 'Healthy Planet' as a Cross-Cutting Value in CSOs Work: for World Environment Day (June 5th), Accountable Now collaborated with **MIO-ECSDE** for a cheat sheet that shares ways that individuals and organisations can take immediate steps to reduce their negative environmental impact.

[Read Here](#)

Accountability to the Environment on Earth Day: a Roundup of Resources. Featuring tools and tips for organisations that want to be more accountable to the environment.

[Read Here](#)

Redressing Power Imbalances: Examples of some CSOs that have taken a step forward. See examples from organisations and initiatives that have been working to address structural power imbalances.

[Read Here](#)

Putting Dynamic Accountability into Practice: Considerations for CSOs and Networks: looks at what grounds and drives dynamic accountability in CSOs, and how this may differ in practice for networks.

[Read Here](#)

Dynamic Accountability in Practice: 4 Organisations that are using Dynamic Accountability to achieve better outcomes: this article features insights from our vlog series with the **Zambian Governance Foundation**.

WEBINARS AND PODCASTS

Webinar: **Engaging Stakeholders in Climate Advocacy Actions - A Dialogue**

[Watch Here](#)

Webinar: Embedding Safeguarding in Programming

[Watch Here](#)

Webinar: **Our Bodies, Our Lives, Our Rights** (published for International Day Against Homophobia, Transphobia and Biphobia)

[Watch Here](#)

Podcast: **The Gender Perspective** (published for International Women's Day)

[Listen Here](#)

ACCOUNTABILITY IN FOCUS REPORTS

Our Members accountability reports frequently showcase innovative approaches to fulfil their pledge to the 12 Commitments that we feature in our Accountability in Focus report series. In 2022, we looked our Member's reports produced in 2021 and collected examples on:

Women's Rights and Gender Equality
Lasting Positive Change and Sustainable Results
Empowered, Effective Staff and Volunteers
Advocating for Fundamental Change

[Read Here](#)



Want to keep up to date with new resources and important updates from Accountable Now, our Members, and our network and partners?

[SUBSCRIBE TO OUR NEWSLETTER](#)



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.

The Global Standard has continued its work to promote CSO accountability and the 12 Commitments. Accountable Now worked with the Global Standard to identify ways that civil society organisations around the world - national and international - are meeting these commitments, for example the to advocate to improve people's lives through a wide range of approaches. Advocating for fundamental change is one of the Global Standard for CSO Accountability's 12 commitments, and in 2022 the Global Standard and Accountable Now shared some examples of how Accountable Now's members are living this commitment. View these practices in the article co-created for the Global Standard's newsletter [here](#). Check out the newsletter and subscribe for future updates!

VIEW PAST ISSUES OF THE GLOBAL STANDARD NEWSLETTER

SUBSCRIBE TO THE GLOBAL STANDARD NEWSLETTER FOR ALL FUTURE UPDATES

THE GLOBAL STANDARD PARTNERS



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.

In 2022, Accountable Now led two learning groups, one on **Feedback** and the other on **Fostering A Culture of Accountability within Organisations**. Another opportunity for sharing and exchange within the community were the two sessions of Accountable Now's Dynamic Accountability Dialogues: from Rhetoric to Action that were led by the DACoP. The first session, titled **Dynamic Accountability: Our Unique Journeys**, provided a space where new and existing DACoP members alike shared how different aspects of accountability are practised and embedded in their organisations, and together identified good practices and areas of commonality. The session featured Oyebisi Oluyesi (**NNNGO**), Ariola Agolli (**Partners Albania**) and Ines Yabar (Restless Development) as speakers and outcomes of the session were shared [in this blog post](#). The second session aimed at celebrating the community and allowed DACoP members to share their inputs for potential future actions for the community.

Throughout the year, the DACoP continued to bring resources, opportunities and timely content to its members through its bi-monthly newsletter. The newsletters offer the community the opportunity to strengthen membership through member profile features, as well as strengthening dynamic accountability practices for members through sharing relevant resources and guest written blog posts. 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!

DACOP PARTNERS



TEAM AND GOVERNANCE

BOARD OF TRUSTEES

Accountable Now is extremely grateful to our committed Board for their extraordinary support in 2022, particularly for their guidance during a review of our strategic direction.

In 2022, Olivier Guth (ADRA, Treasurer), Colm Ó Cuanacháin (Independent, Chair of the Board), and Oscar Mushivochi (CBM) stepped down from our Board and we would like to offer our warmest thanks for their generous support and dedication. Our Board of Trustees was joined by three new members in 2022: Kenneth White (TECHO, Treasurer) and Veronica Zambrano (Plan International) and our new Chair of the Board Rachel Smith (Independent).



Rachel Smith
Independent



Amy Taylor
CIVICUS



Kenneth White
TECHO



Dumi Gatsha
Independent



Megan Colnar
Independent



Alex Sardar
Independent



Sekoetlane Phamodi
Accountability Lab



Jo Thomson
Independent



Mary Brezovich
SOS Children's Villages



Veronica Zambrano
Plan International

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.

Accountable Now would like to express our deepest gratitude to all of our IRP members for their continued service. We would also like to express a warm thank you to the IRP members that stepped down in 2022: Sarah Rose, Mihir Bhatt, and Nada Zohdy.



Snježana Bokulić



Charlie Martial Ngounou



Chilufya Chileshe



Elodie Le Grand



Angela Crack



Jeremy Sandbrook



Simon Lawry-White



Mayumi Fuchi

THE SECRETARIAT



Rocio Moreno Lopez
Executive Director



Bao Han Tran Le
Programme Officer for the
Global Standard



Elisa Lopez
Programme Manager for
the Global Standard



Shelbi Gross
Assistant for the Global
Standard



Mary Sprague
Administrative and
Communications Assistant

