

Annex 2: Action Framework (Tool for Members)

Actions form a part of a member's submission to Accountable Now. They enable members to focus on accountability areas that are of priority to them and receive relevant feedback and recommendations from the Independent Review Panel.

This document is created to provide members with tools to work on their Action Plan and Action Updates. For information on reporting and background information regarding Actions, please refer to the [Reporting Guidance](#).

The following information are included within this document:

1. An overview of all Action questions
2. A mapping of how Action questions/areas correlates to each of the Core Questions. As the Panel may ask organisations to unpack and report further on certain Core Areas in their upcoming submission, this mapping enables organisations to see how the two correspond to each other.
3. a tool that provides prompts for internal reflection. These prompts guide organisations in what should be considered for their responses within action plans and action reports.

Please see also the [glossary](#) that unpacks some of the terms found within this document.

1. Overview of Action Questions

The framework provides a starting point for members to plan their actions. It is broken down into 6 sections, each with its own sub-sections. Overall, 39 questions cover a broad range of accountability processes for organisations.

Members are free to choose how many and which questions to include in their action plans. The Secretariat recommends that plans should include between three and five questions, although this is only a recommendation. Such a number is recommended to enable prioritisation and focus.

In their action plans, members do not necessarily have to follow these questions and can go beyond. However, the questions are available for members to use and plan from. **See them below:**

A. Governance

1. Organisational priority and strategy
 - a. How does your organisation know that its strategy is appropriate for those who it works for and with?
 - b. How is your organisation mainstreaming issues such as the environment, feminism, anti-racism, and powershift throughout all of its work?
 - c. How and to whom is your organisation accountable to in delivering its strategic promises?
2. Governing bodies and senior management
 - a. How does your organisation ensure that members of its governing bodies are aligned with the organisation's values and needs?
 - b. How do your governing bodies and/or senior management use inputs from stakeholders for its decision-making?
3. Complaint and grievance collection and handling



- a. How does your organisation know that its complaints and grievances collection and handling mechanisms are safe, accessible and effective? (please answer separately if your mechanisms for internal/external stakeholders are different)
- b. How has your organisation learned from the complaints and grievances received?

B. Staff and Volunteers

1. Employment Practices
 - a. How does your organisation ensure an equitable recruitment process?
 - b. How does your organisation ensure an equitable remuneration structure?
2. Staff and volunteers are supported to do their work
 - a. How are staff and volunteers involved in decision making within the organisation?
 - b. How does your organisation ensure that staff can hold leaders to account?
 - c. How do you ensure that staff and volunteers receive appropriate training for their roles?
3. Duty of care towards staff
 - a. How does your organisation ensure a safe working environment?
 - b. How does your organisation ensure well-being for all of your staff?

C. Resourcing and Resources

1. Responsible Fundraising
 - a. How does your organisation ensure that fundraising materials (such as fundraising appeals, images etc) respect personal data and privacy rights?
 - b. **Public fundraising only:** How does your organisation ensure that public fundraising approaches are non-exploitative?
 - c. How does your organisation accept donations in line with its organisational values?
2. Resource Handling
 - a. How does your organisation know that its procurement processes are in line with organisational values and considers environmental and ethical implications?
 - b. How are financial handling and procurement processes supporting your organisation in minimising risks of corruption, bribery and misuse of funds?
 - c. How and by whom is your organisation held to account on how its resources are spent?

D. Partnership

1. Collaboration with Partners
 - a. **If funds are forwarded:** How do you ensure that your partners have the right resources to flourish from the collaboration? How is your organisation actively working to shift the power balance in the partnership?
 - b. How has partners' input informed and driven the way you work?
 - c. How does your organisation ensure equal partnerships?
2. Responsibility towards Partners
 - a. How does the organisation identify and share risks with its partners?
 - b. **If funds are forwarded:** How does your organisation ensure sustainability of partners past the exit point?

E. Approach to Change

1. Advocacy Addresses Root Cause
 - a. How does your organisation know that it is addressing root causes in its advocacy work?
 - b. How does your organisation involve and amplify the voices of those whom your advocacy work affects?
 - c. How does your organisation know that its advocacy work supports rather than undermines local and/or existing efforts?



- d. **If not already reporting in the section below:** How does your organisation minimise harm in its advocacy work?
- 2. Engagement of Stakeholders in Programmes
 - a. How does your organisation address potential and existing environmental and social impacts of your programmes? *For this question, environmental and social impacts can be taken together or separately.*
 - b. How does your organisation ensure that different targeted stakeholder groups have equitable access to be involved throughout the programme cycle (initiation, planning, adaptation, monitoring, evaluation)?
 - c. How does your organisation ensure that programmatic results and learnings are reflective of participants' experiences?
 - d. How does your organisation use the learnings extracted from its programmes?
- 3. Safeguarding of Stakeholders
 - a. How does your organisation ensure that its programmes and work do no harm?
 - b. How does your organisation learn and adapt from previously reported incidents and the feedback of those involved?
- 4. Collective Accountability
 - a. What is your organisation's approach to maximising efforts within the sector? How do you support rather than compete against existing initiatives?

F. Information

- 1. Data Handling
 - a. How does your organisation respect the rights of data owners?
- 2. Communications Materials
 - a. How does your organisation ensure that communication materials are in line with values of respect and dignity?
 - b. How does your organisation ensure clear delineation of ownership in communication materials?



2. Mapping of Core Questions and Actions

As the Panel may ask organisations to unpack and report further on certain Core Areas in their upcoming submission, this mapping enables organisations to see how the two correspond to each other.

No.	Core Reporting Questions	Relevant Actions Questions/Areas
1.	What have been your most significant achievements and impacts this year and how has this been validated with your stakeholders?	A1.a, A1.b, C2.c, E2.c,
2.	If applicable - How have your organisation's accountability processes been impacted by significant internal or external changes over the reporting period?	Depending on the changes
3.	How has your organisation learned from reported incidents, complaints and grievances received in the past year? (These may include safeguarding, fraud, corruption, whistleblowing, integrity violations, etc.)	A3, E3, B3, C2.b
4.	Internally, how has your organisation practised a more dynamic approach to accountability?	A2, Section B, Section C
5.	How has your organisation worked towards being dynamically accountable to your external stakeholders (i.e partners, communities, programme participants, etc)?	Section D, Section E, Section F

[scroll to next page for Prompts for Internal Reflections]



3. Prompts for Internal Reflection

From the [Reporting Guidance](#), generally:

Action Plans should aim to reflect on the following:

- What is the current state of the process, mechanism, or activity being shared? Are there relevant links, policies, or documents that would provide the Panel with some further background and context?
- What are the future actions and timelines? What direction is the practice heading towards? What are some expected outcomes?
- How have stakeholders been engaged and how may engagement processes be adapted to their needs?
 - Actions detailed within the plans should, as far as possible, correspond to needs as identified by stakeholders. Please elaborate and share about how each action is responsive to and reflective of stakeholders’ feedback and needs.

Action Updates should aim to reflect on the following:

- How did the organisation carry out its planned actions?
- What has been achieved? Please share some **examples and evidence of implementation**.
- What are the outcomes and impacts so far?
- How have stakeholders’ feedback and voices been reflected in what was carried out?
- Have the planned actions changed as a result of continuous listening and engagement?

To support members further, we have created the following prompts to unpack specific questions. They also suggest what should be considered and included for responses relating to Actions.

A. Governance

No	Questions	Further prompts for internal reflections
1. Organisational priority/ strategy		
A1.a	How does your organisation know that its strategy is appropriate for those who it works for and with?	<ul style="list-style-type: none"> • What currently guides the organisation’s work? How does the organisation plan for or carry out strategic development processes? • Who are our main stakeholders (e.g children, women, affected population, people living in poverty, etc)? • Do we have a mechanism in place to listen and consider different stakeholders’ inputs into the strategic development process in non extractive ways? How do we close the loop? • How does the organisation seek stakeholders’ inputs into the strategic development process in an inclusive way, with considerations paid to different types of stakeholders, across different geographies and needs?
A1.b	How is your organisation mainstreaming issues such as the environment, feminism, anti-racism, and powershift throughout all of its work?	<ul style="list-style-type: none"> • Are there already policies and processes in place to address these issues? What can be shared? • Does the organisation consider the environment to be a silent stakeholder? If so - how have we adapted our actions to take into account the environment? • How is the organisation using internal and external stakeholders’ inputs to shape the approach in addressing these issues? • Are we working to address these issues collaboratively in tandem with stakeholders? What have been the learnings so far?
A1.c	How and to whom is your organisation accountable in delivering its strategic	<ul style="list-style-type: none"> • What are the main achievements/impacts? • How are we communicating this in ways that are accessible, and



	promises?	<p>adapted for the needs of targeted stakeholder groups?</p> <ul style="list-style-type: none"> • How did we enable stakeholders to actively validate the organisation's achievement and/or impact claims? • How are our engagement processes adapted to the differing needs of stakeholders across different projects/the organisation?
2. Governing Bodies/ Senior Management		
A2.a	How does your organisation ensure that members of its governing bodies are aligned with the organisation's values and needs?	<ul style="list-style-type: none"> • How are governing bodies appointed within the organisation? Is there a policy or procedure available to guide this process? • How do we ensure that governing bodies are diverse, and free from conflicts of interest? Do we have any current target? • How do we assess the gaps within governing bodies for recruitment purposes? • How has learnings and targets inform the appointments governing bodies' members?
A2.b	How do your governing bodies and/or senior management use inputs from stakeholders for its decision-making?	<ul style="list-style-type: none"> • How do our governing bodies make decisions and assess risks? Are there policies and procedures guiding this process? • Do governing bodies consider the environment and social impacts in making decisions? What does this look like currently? • Do governing bodies consider targeted stakeholders' views, research and analysis in assessing risks? How is this carried out?
3. Complaint and grievance collection and handling		
A3.a	How does your organisation know that its complaints and grievances collection and handling mechanisms are safe, accessible and effective? <i>(please answer separately if internal/ external mechanisms are different)</i>	<ul style="list-style-type: none"> • Are there mechanisms guiding complaints handling and whistleblowing processes? What protections and possible redress are available? • How do we make such mechanisms known and accessible to different stakeholders? • How do we know that the mechanism is effective and working? • What did we learn from our stakeholders' experience of using our mechanism? Has feedback improved the way we handle complaints?
A3.b	How has your organisation learned from the complaints and grievances received?	<ul style="list-style-type: none"> • What type of complaints and grievances have we received? What learnings did we draw from them? • Do we discuss lessons learned internally and externally? How can this learning process improve the way we work? • How do we balance the needs of transparency (i.e disclosing necessary information to discuss lessons) and the legal and organisational requirements regarding the protection of those involved?



B. Staff and Volunteers

No	Questions	Further questions for internal reflections
1. Employment Practices		
B1.a	How does your organisation ensure equitable recruitment?	<ul style="list-style-type: none"> • Are there existing policies/framework <u>or</u> guidelines for recruitment? What type of training or guidance is provided to staff who are undertaking hiring? • How do we ensure transparency in terms of roles and responsibilities and possible remuneration within recruitment postings? • How does the organisation attract a diverse pool of applicants? How do we accommodate different disabilities in recruitment processes? • How does the organisation make an active effort to remove biases such as <u>gender</u>, racial, ethnic, disability, among others, from recruitment? • Do we track the diversity in terms of gender, race, ethnicity, disability, geographies, and others that are represented within our organisations? What does that look like? Are there any constraints for us in doing so?
B1.b	How does your organisation ensure equitable remuneration?	<ul style="list-style-type: none"> • Are there existing policies/framework <u>or</u> guidelines for remuneration that covers salary bands, bonuses and other forms of compensation? Is there an employee promotion framework? • How are policies/framework or guidelines accessible and made known to all staff and relevant volunteers? What channels are available to raise concerns or inputs into these policies/guidelines? • Do we conduct pay equity analyses? What is the ratio between highest and lowest earners? Are there pay gaps in terms of gender, racial, ethnic, geographies? What conclusion and lessons did we take from this? • How can we close the gaps? How do we engage our staff (and if relevant, volunteers) in these efforts?
2. Staff and volunteers are supported to do their work		
B2.a	How are staff and volunteers involved in decision making within the organisation?	<ul style="list-style-type: none"> • How do we make decisions? Do we have a structure or approach to guide decision making? • What are the available channels for staff to provide suggestions and feedback to the organisation (e.g suggestion boxes, committees, open door policies, participation in Board meetings, etc)? • How do we enable and facilitate staff inputs? How do we ensure that everyone feels safe and open to voice their thoughts? • In which type of high level decisions, i.e in terms of strategic planning, programmatic planning, policy decisions, etc, do we currently and actively seek feedback from staff? Are staff aware when and how they can feed into these processes?
B2.b	How does your organisation ensure that staff can hold leaders to account?	<ul style="list-style-type: none"> • Are there spaces for staff to provide feedback to leadership? What do they look like? • Do staff feel like they are able to provide constructive feedback to leadership? How does the organisation know this? • If spaces are available - what are some of the feedback received so far? What have been the responses?
B2.c	How do you ensure that staff and volunteers receive appropriate training for their roles?	<ul style="list-style-type: none"> • What types of training are provided to staff and volunteers? • How do we know that trainings are effective? Do we track uptake? • How can staff voice their needs for training and development? • Do staff provide feedback for the trainings that they received?



		<ul style="list-style-type: none"> How does the organisation improve the content and type of trainings based on the feedback received?
3. Duty of care towards staff		
B3.a	How does your organisation ensure a safe working environment?	<ul style="list-style-type: none"> How does the organisation ensure a safe working environment, including one free from sexual harassment? Are there policies and guidelines available? How does the organisation detect relevant risks for the working environment and how are these risks resolved? How do staff participate in identifying, assessing and mitigating risks to their working environment(s)? How are differences in terms of how risks play out for different groups of staff (i.e women, LGBTQ+ community, race, ethnicity, etc) considered? How has the organisation learned and adapted from previous incidents?
B3.b	How does your organisation ensure well-being for all of your staff?	<ul style="list-style-type: none"> How does your organisation ensure well being for staff? Do we offer leave days, mental health support, flexible working, parental support, etc? How do we listen to staff and volunteers regarding their well being? How do we use such feedback to strengthen the support available?

C. Resourcing and Resources

No	Questions	Further questions for internal reflections
1. Responsible Fundraising		
C1.a	How does your organisation ensure that fundraising materials (such as fundraising appeals, images etc) respect personal data and privacy rights?	<ul style="list-style-type: none"> Do fundraising materials feature communities and the people that we work with and for? How do we ensure that we accurately reflect the state of communities and the people whose images we use? How do we uphold the data and privacy rights of those whose images we use? How do we gather consent for using images for fundraising purposes? How do we ensure that such consent comes from an informed position? What happens when people wish to withdraw consent? How can we make channels more readily accessible?
C1.b	Public fundraising only: How does your organisation ensure that public fundraising approaches are non-exploitative?	<ul style="list-style-type: none"> How do we ensure that our public fundraising efforts and approaches are in line with our values and do not exploit vulnerable people? How do we uphold the privacy rights of public donors? How do we listen to public donors' feedback and complaints? What did we hear? How is listening informing the changes to our processes?
C1.c	How does your organisation accept donations in line with its organisational values?	<ul style="list-style-type: none"> How does the organisation accept donations in line with its values? What process guides this? How does the organisation ensure that major gifts and donations do not compromise its independence?
2. Resource Handling		
C2.a	How are financial handling and	<ul style="list-style-type: none"> Is a financial framework currently in place? In lieu of that - are there



	procurement processes supporting your organisation in minimising risks of corruption, bribery and misuse of funds?	<p>guidelines for procurement, accounting, and authorisation of expenses?</p> <ul style="list-style-type: none"> • How has the relevant staff, especially those who handle budgets, been trained and engaged on financial protocols? • Response shares how the organisation reflects, learns and adapts their policies and procedures from previous incidents.
C2.b	How and by whom is your organisation held to account on how its resources are spent?	<ul style="list-style-type: none"> • Does the organisation currently undergo an independent financial audit? How frequent does this take place? • How does the organisation make audits and financial information available to its stakeholders and the general public? • Does the organisation communicate relevant programmatic financial information to participants? If so, how?
C2.c	How does your organisation know that its procurement processes are in line with organisational values and considers environmental and ethical implications?	<ul style="list-style-type: none"> • Do procurement processes currently factor in environmental sustainability considerations? What about ethical considerations? • How does the organisation balance a value-for-money approach with ethical and environmental considerations? • What constraints and challenges does the organisation currently face in terms of ensuring sustainability within its procurement process?

D. Partnership

No	Questions	Further prompts for internal reflections
1. Collaboration with partners		
D1.a	<i>If funds are forwarded:</i> How do you ensure that your partners have the right resources to flourish from the collaboration?	<ul style="list-style-type: none"> • How does the organisation and its partners decide how resources are distributed within partnerships? • How does the organisation listen and respond to partners' needs regarding resources? • How is your organisation actively working to shift the power balance in the partnership? • How does the organisation consider long term sustainability when forwarding resources?
D1.b	How has partners' input informed and driven the way you work?	<ul style="list-style-type: none"> • What channels are available for the organisation to listen and feedback to its partners in terms of joint work and activities? • How is the organisation using its partners feedback to improve throughout the entire project cycle (conception, planning, implementation, evaluation)? • How is the organisation considering its partners input into potential • How does feedback from partners inform learnings at the organisational level?
D1.c	How does your organisation ensure equitable partnerships?	<ul style="list-style-type: none"> • How are decisions made within partnerships? • Are spaces available for partners to discuss actions, progress, and results regarding the partnership, especially on the organisation's work? • Are partners aware of and participate in the decision making process within the partnership? Do they feel that their positions are adequately respected? • What process(es) guides and supports mutual accountability within the partnership?
2. Responsibilities towards partners		



D2.a	How does the organisation identify and share risks with its partners?	<ul style="list-style-type: none"> • How are risks assumed within partnership? • How is the organisation listening and responding to the risks that its partners identified - including potential risks to the environment, the community, social fabric, etc? • How does the organisation support its partners in mitigating risks in collaborations? • How do materialised risks inform learning for the partnership?
D2.b	If funds are forwarded: How does your organisation ensure sustainability of partners past the exit point?	<ul style="list-style-type: none"> • How does the organisation plan for responsible exits for funding relationships? • How does the organisation engage its partners for feedback and input when it comes to exits? • How does the organisation support its partners to prepare for sustainability beyond the exit point?

E. Approach to Change

No	Questions	Guidelines for responses
1. Advocacy addresses root causes		
E1.a	How does your organisation know that it is addressing root causes in its advocacy work?	<ul style="list-style-type: none"> • Who and what informs the organisation's advocacy position and work? What type of research is carried out? Who is engaged? • How does the organisation ensure that communities who are affected inform its advocacy positions?
E1.b	How does your organisation involve and amplify the voices of those whom your advocacy work affects?	<ul style="list-style-type: none"> • How does the organisation identify and continuously engage with those who its advocacy work affects? • How does the organisation consider the ranging impact that advocacy issues may have on different affected groups (i.e ethnic, women, members of the LGBTQ+ community, disabled persons, etc)?
E1.c	How does your organisation know that its advocacy work supports rather than undermines local and/or existing efforts?	<ul style="list-style-type: none"> • How does the organisation identify similar or existing initiatives at different levels? • How does the organisation engage with, form partnerships/coalitions <u>or</u> coordinates with others on joint advocacy goals?
E1.d	If not already reporting in the section below: How does your organisation minimise harm in its advocacy work?	<ul style="list-style-type: none"> • What processes guide how risks are identified, assessed and managed within advocacy work? How do stakeholders inform such processes? • What considerations are paid to how risks may manifest differently for different groups (i.e ethnic, racial, women, those belonging to the LGBTQ+ communities, etc)? • How has the organisation learned from the risks that have manifested and uses this learning to adapt its practices? • What examples can we give?
2. Engagement of stakeholders in programmings		
E2.a	How does your organisation address potential and existing environmental and social impacts of your programmes? For this	<ul style="list-style-type: none"> • How does the organisation consider environmental and social practices within programmes? Are there any framework, practices or guidelines? • Does the organisation engage stakeholders to discuss and identify potential environmental and social impacts of programmes? If so, what does that process look like? How does the organisation respond?



	<i>question, environmental and social impacts can be taken together or separately.</i>	<ul style="list-style-type: none"> • What examples can we give?
E2.b	How does your organisation ensure that different targeted stakeholder groups have equitable access to be involved throughout the programme cycle (initiation, planning, adaptation, monitoring, evaluation)?	<ul style="list-style-type: none"> • Are stakeholders engaged at different points throughout the programmatic cycle? On which decisions are their inputs asked for? What does that look like? • How does the organisation remove potential barriers of access for different stakeholder groups (i.e ethnic, racial, gender, children, disabled persons, those belonging to the LGBTQ+ communities, etc)? • What feedback and inputs from stakeholders from the organisation's programme(s) have been received? How is the organisation responding to it? • What changes have been made as a result of listening?
E2.c	How does your organisation ensure that programmatic results and learnings are reflective of participants' experiences?	<ul style="list-style-type: none"> • How does the organisation monitor and evaluate results from programmes? What about environmental impacts? • To what extent are programme participants or affected communities engaged in monitoring and validating results? • Are learnings extracted as part of monitoring and evaluation efforts? What are some learnings so far?
E2.d	How does your organisation use the learnings extracted from its programmes?	<ul style="list-style-type: none"> • What are some lessons learned from a programme or programmes so far? • How does the organisation discuss and disseminate such learnings? Is learning discussed internally among staff? With partners? • How are lessons learned taken forward? How have they informed new actions?
3. Safeguarding of stakeholders		
E3.a	How does your organisation ensure that its programmes do no harm?	<ul style="list-style-type: none"> • What policies or mechanisms guide the safeguarding of participants, stakeholders and people throughout your programmes? • How are risks and negative effects (including on the environment, community, other social factors etc) within programmes and/or activities identified, assessed and managed? • To what extent does the organisation engage with relevant and affected stakeholders to identify and understand potential risks and negative effects? • Are mitigation strategies adapted to different stakeholders, with considerations paid to the different needs of different groups (i.e ethnic, racial, women, children, those belonging to the LGBTQ+ communities, etc)?
E3.b	How does your organisation learn and adapt from previously reported incidents and the feedback of those involved?	<ul style="list-style-type: none"> • How has the organisation learned from reported incidents that took place within its activities or programmes? • What adaptations and changes has the organisation made because of previously reported incidents? Or if changes have not taken place - what will be changed and strengthened?
4. Collective Accountability		
E4.a	What is the organisation's approach to maximising efforts within the sector? How do you support rather than compete against	<ul style="list-style-type: none"> • How does the organisation carry out mapping to identify similar or existing initiatives? • How does the organisation coordinate with others who may be working on similar issues within the sector? How does it support or collaborate



	existing initiatives?	with these initiatives?
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F. Information

No	Questions	Guidelines for responses
1. Data Handling		
F1.a	How does your organisation respect the rights of data owners?	<ul style="list-style-type: none"> What guides privacy and data protection within the organisation? How does the organisation inform data owners about the use (and potential use) of the data that it collects? Can data owners withdraw consent for data storage? How does the organisation make information regarding data usage, protection and handling, and channels for withdrawal accessible to the different types of stakeholders (especially for communities)? How does the organisation use feedback to improve on data handling processes?
2. Communication Materials		
F2.a	How does your organisation ensure that communication materials are in line with values of respect and dignity?	<ul style="list-style-type: none"> How are communications produced in line with organisational values? How does the organisation protect the personal data and privacy rights of those whose images and/or stories appear on communication materials? How does the organisation make sure that the relevant people are aware of their rights? How is consent for use towards specific communication purposes sought? How does the organisation ensure that consent is provided in informed ways? How can consent be withdrawn? What channels are available for withdrawing consent?
F2.b	How does your organisation ensure clear delineation of ownership in communication materials?	<ul style="list-style-type: none"> How does the organisation communicate communities' and partners' participation and ownership of joint work to the public and donors? What controls do partners and communities have over how their contributions are represented in communications materials?