Accountability objectives 2014/15

Context
In order to achieve the Goals that we set ourselves in the Oxfam Strategic Plan (OSP), and to ensure that our work has the greatest impact on poverty, it is vital that we are accountable to our key stakeholders: individuals and communities with whom we work; partners and allies; donors and supporters; staff and the wider public; and regulatory bodies in the UK and in countries where we operate. One of the Goals that we set ourselves in the OSP is to be able to “demonstrate that our commitment to strengthened accountability contributes to greater impact” by 2019.

Ensuring we make progress
Since 2006 we have published our progress towards the four dimensions of accountability: improving transparency and information-sharing; greater stakeholder participation in decision making; better evaluation; and feedback mechanisms; every 3 years in an Accountability Report.

We remain committed to reporting against these strands, and to continuing to set ourselves milestones and targets in order to make further improvements. But as our work is increasingly as one Oxfam within the confederation of affiliate members of Oxfam International, we will move towards managing, reporting and developing those accountability measures as one Oxfam, together, in order that (as we stated in our 2013 Accountability Report) we will be able as a confederation in 2019, to “answer the question, did we do what we said we would and did it work?”

So in terms of reporting, we will:

a) primarily report on progress within an OI consolidated report against the Global Reporting Initiative (NGO Sector Supplement) guidelines in accordance with our commitment to, and membership of, the INGO Accountability Charter.

b) continue to report on a smaller number of Oxfam GB-specific objectives (aligned with the OSP and being pursued alongside all Oxfam affiliates) through our Trustees Annual Report & Accounts

And in terms of planning, we will contribute as a leading member of the OI Working Group on Accountability to ensuring progress against the accountability objectives that are set out in the Oxfam Strategic Plan. In order to ensure we make progress towards those areas within Oxfam GB’s sphere of control, we have set ourselves the following internal milestones and actions to be pursued in 2014/15:

Annual objectives and Action Plan:

<table>
<thead>
<tr>
<th>Action</th>
<th>Respon-sibility</th>
<th>Due date</th>
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<tbody>
<tr>
<td>1. Accountability to our partners and the communities with which we work</td>
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<tr>
<td>1a) All programmes to have completed Oxfam’s Programme Standards self-assessment, to determine a baseline for adherence to accountability standards.</td>
<td>YW</td>
<td>Mar 2015</td>
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<td>1b) Publish 28 independent Effectiveness Reviews into the work of our programmes, including 4 on the effectiveness of our accountability work.</td>
<td>CH</td>
<td>Mar 2015</td>
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<td>1c) Develop a detailed action plan for the work of the Programme Standards &amp; Impact Team to improve the quantity/quality of feedback sought in programmes</td>
<td>SJ</td>
<td>June 2014</td>
</tr>
<tr>
<td>1d) Undertake a programme of activities to build the capacity of Oxfam staff to ensure issues of accountability, programme quality and gender equality are integrated at all stages of the programme cycle</td>
<td>YW / IS</td>
<td>Mar 2015</td>
</tr>
<tr>
<td>1e) Lead discussions within OI to improve the confederation’s approach to accountability in all Oxfam affiliate programming</td>
<td>YW</td>
<td>ongoing</td>
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<td>1f) Share the learning from our programme work with other INGOs and in the sector (e.g. HAP, DFID Peer Learning, UN IASC Groups) and on the Policy &amp; Practice website</td>
<td>YW/ KW</td>
<td>ongoing</td>
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1g) Conduct and publish an OGB Partnership Survey, and prepare an action plan for how we will respond to its findings.  
YW  autumn 2014

1h) Deliver activities to ensure the voice of communities is at the forefront in determining our influencing agenda, as set out in our Influencing Plan.  
ML  Mar 2015

1i) Play a leading role in shaping the development of a new operating model for the Oxfam confederation that will transition country programmes to become self-governing affiliates with accountability to their own country governance boards better rooted in local contexts.  
PL  ongoing

### 2. Accountability to our donors

2a) Achieve the target of 100% of institutional donor report submitted on time (proxy indicator for quality of donor relationship)  
KP/VR  Mar 2015

2b) Improve the quality and consistency of our partner management framework reports, in order to improve our relations with our key institutional donors.  
KP/VR  Mar 2015

2c) Continue to ensure compliance with our Fundraising Standards Board and Complaints Policy commitments, and report annually on the learning from both to improve our practices and processes.  
PM  Mar 2015

2d) Listen to, and act on, the feedback from our UK stakeholder groups  
RF  ongoing

2e) Set up a broad group of staff to champion the Code of Fundraising Practice  
PM  Dec 2014

2f) Conduct evaluations into major fundraising initiatives and ensure the results are shared with key stakeholders  
PM  ongoing

### 3. Accountability to other stakeholder groups

3a) Achieve a common Stakeholder Engagement Policy for all OI affiliates, including:
   - contributing to a single GRI Report (to be consolidation of 5 affiliates this yr)
   - developing a common stakeholder map for all affiliates  
AH/YW  Mar 2015

3b) Implement the first phase of our 2020 environmental impact reduction programme, including:
   - Rolling out a schedule for carbon reduction targets in UK offices/warehouses
   - Identifying targets for paper & energy consumption in UK offices/warehouses
   - Pilots to inform future targets for our regional/country offices  
ACH  Mar 2015

3c) Strengthen our approach to monitoring, evaluating and learning from Oxfam’s work on resilience (including climate change adaptation), and commence research into the outputs and outcomes of Oxfam’s resilience programming.  
HB  Oct 2015

3d) Assess staff well-being and views through a Staff Survey, benchmarking against other affiliates and NGOs. Prepare an action plan to address areas of major concern  
JC  Mar 2015

3e) Actively encourage staff to generate ideas to further Oxfam’s cost-effectiveness agenda, through the launch of an ‘ideas challenge’ platform.  
SJ  May 2014

3d) Extend the Volunteer Working Group to include not just those volunteering in our retail business but also in, e.g. fundraising and other UK based teams; and use this to ensure volunteer perspectives help shape future work  
GB/DOD  ongoing

3e) Continue to ensure that Trustees have the opportunity to engage with a range of stakeholders alongside their formal governance meetings.  
AG  ongoing