

ACCOUNTABILITY MATRIX: Elements and Standards - practical steps to increasing programme and individual accountability

	THEY DO WHAT WE WANT	ACTIVE LISTENING AND LEARNING	WE DO WHAT THEY WANT
Feedback Mechanisms	<p>Communities know that they have a right to give feedback/make a complaint</p> <ul style="list-style-type: none"> . put OGB complaints policy & locally applicable complaints mechanism on wall in office . explain to communities our need for feedback and their right to complain . staff taught to differentiate between feedback and complaints 	<p>Receiving feedback is seen as positive, managers act on complaints</p> <ul style="list-style-type: none"> . communicate regularly and in a variety of ways our need for feedback and right to complain . hold discussions with communities about what they might want to complain about and how they can be helped to do that . have more than one method for getting feedback and complaints . put information about agreed methods of giving feedback and making complaints in accessible places . write down formal complaints, follow the complaints procedure . managers take responsibility for solving complaints . use feedback to inform programme response 	<p>Feedback received is used to improve programmes, complaints rarely arise</p> <ul style="list-style-type: none"> . resolve complaints before they become formal . share learning from feedback (and complaints) with other programmes by report, exchange visit, meetings etc. . staff and managers spend time in programme locations actively listening to people
Information Sharing	<p>Limited programme and budgetary information shared in an ad hoc manner</p> <ul style="list-style-type: none"> . hold information sharing meetings with communities . managers ensure KOO and context/cultural awareness through inductions, briefings, trainings . share basic communications materials about OGB with those affected by the programme 	<p>Programme information shared in ways that allow communities participation in programme</p> <ul style="list-style-type: none"> . discuss with communities to decide most appropriate ways of sharing information – use more than one method . technical and support teams jointly produce up to date programme and financial information, share with communities . senior programme managers hold updates and briefings to ensure that all staff receive clear and consistent messages about OGB and accountability . use the Need to Know list, organise training/support 	<p>Information supplied in request to individual and community needs</p> <ul style="list-style-type: none"> . produce progress reports primarily for communities, do it with them in mind . check information you provide is relevant and understood . make progress reports publicly available
Staff Behaviours and Attitudes	<p>Ad hoc inclusion of community suggestions and capacities into programme response</p> <ul style="list-style-type: none"> . ask 'accountability' questions at interview . use OGB Accountability induction pack . managers, articulate value placed on accountability . ensure all team members have a basic understanding of both OGB and context in which relief is being provided 	<p>Systematic collection of community views on responses has a degree of influence on decision-making</p> <ul style="list-style-type: none"> . aspire to good accountability practices and measure them in individual staff performance indicators . train and support staff in practical aspects of being accountable – participatory methodology . collect community views and feedback, use this to manage staff and influence programmes . honour commitments, apologise and provide explanation when this is not possible 	<p>Input and guidance genuinely sought to influence response and ways of working</p> <ul style="list-style-type: none"> . spend time with communities, make this part of individual performance review . managers model transparent, inclusive ways of working . put aspirations for greater individual accountability (mindset and practical skills) into performance review
Participation	<p>Consultation informs our prioritisation</p> <ul style="list-style-type: none"> . plan and communicate meetings with communities, respect these commitments, be on time . take minutes of community meetings, feed this into decision-making . managers, 'drop in on' community consultations to ensure quality . community participation includes most vulnerable and typically excluded people 	<p>Joint decision-making on priorities and ways of working</p> <ul style="list-style-type: none"> . use more than one way of gathering community input into decision-making . find out who you are speaking to and who is speaking 'for' the community . take decisions about programme direction jointly between OGB and communities, document decision-making . map local capacity and norms, use this to inform decision-making 	<p>Decisions for interventions and ways of working are demonstrably the responsibility of community</p> <ul style="list-style-type: none"> . check that plans and implementation reflect problems faced by the community and all involved with the project can articulate this . community, take responsibility for the majority of the implementation . let go! Be prepared to act in a support role as requested