

ACCOUNTABILITY AND TRANSPARENCY PLAN OF ACTION

July 4, 2014

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INTRODUCTION

This Plan of Action sets out the key improvements to International Federation of Red Cross and Red Crescent Societies' (IFRC) accountability and transparency systems, with a particular focus on the IFRC's role as an intermediary grant-making organization. It covers the 2014/2015 calendar year corresponding to the IFRC Plan and Budget 2014-2015.

This Plan of Action is part of a wider effort to operationalize the recently adopted IFRC Accountability Framework. While the framework itself focuses on the full variety of stakeholders (donors, host governments, internal stakeholders, beneficiaries and other), the plan primarily describes the IFRC's accountability-related commitments towards donors, member National Red Cross and Red Crescent Societies, and beneficiaries. It provides a consolidated overview of planned activities comprised within the IFRC's 2014-2015 Plan and Budget. The plan should be regarded as a work in process and will be updated regularly to include our commitments towards all other stakeholder groups.

The independent audits to which the organization submits itself annually clearly demonstrate that the necessary accountability procedures, systems and controls are in place and are generally well respected. However, the IFRC recognizes that some weaknesses still exist – e.g. a systematic complaints mechanism for beneficiaries is not yet in place - and that a more systematic revision of the existing procedures could lead to a further strengthening of an already basically sound system.

This Plan of Action is designed to lift the level of accountability adhered to and delivered by the IFRC up to where it belongs: the best that the humanitarian sector can deliver. It has been developed taking into account findings from a number of initiatives and reviews including the IFRC's Audit and Risk Committee (2013), the Swedish International Development Agency (review of the IFRC's internal controls (2014), the DfID multilateral aid review (2012), the Global Fund local fiscal agent review (2013), the ECHO 7-Pillar Review (on-going), as well as the results of various recent internal audits, evaluations and consultations.

The regular assessment of IFRC accountability and transparency mechanisms will be a key component of the overall Accountability Framework. This Plan of Action will be reviewed and updated each two-year cycle as a regular component of the plan and budget discussions.

Following the evolving IFRC Accountability Framework, the areas for improvement and action points are derived per the three main areas of activity for the IFRC and the corresponding accountability obligations towards the stakeholders of each area of activity.

Mission and areas of activities of the IFRC

The IFRC, founded in 1919 in Paris in the aftermath of World War I, is the world's largest volunteer-based humanitarian network, reaching 150 million people each year through 189 member National Societies. Grounded in its seven Fundamental Principles, the IFRC acts before, during and after disasters and health emergencies to meet the needs and improve the lives of vulnerable people.

A legally distinct membership organization in relation to its 189 independent member National Societies, the mission of the IFRC is to "*build a humane, dignified and peaceful world by helping National Red Cross and Red Crescent Societies to become stronger, promote their interests globally, and enable them to work together effectively as the IFRC*".

The IFRC achieves this mission through three areas of activity as set out in the IFRC Plan and Budget 2014 – 2015. As relevant to accountability and transparency, each area of activity has its own financial and stakeholder logic:

1. Programmes and coordination. The IFRC supports National Societies in their programming in support of disaster-affected and vulnerable people, as well as the organizational development of individual National Societies. This support can take a multitude of forms from the direct provision of funds and resources to technical advice, complimentary implementation and coordination.

Funded entirely by voluntary contributions, programmes and coordination activities represent approximately 277 million Swiss francs or 77 per cent of the 2014-2015 Plan and Budget. The major stakeholders of programmes and coordination activities include (a) donors, who may or may not be members of the IFRC, (b) implementing partners – typically member National Societies, and (c) beneficiaries.

2. Supplementary services. The aim of supplementary services activities is to provide cost-effective, relevant and demand-driven services to National Societies, and other humanitarian and development actors as clients. Under this rubric the IFRC provides procurement and logistical services to its membership and external humanitarian actors, serves as a Humanitarian Procurement Centre for ECHO, runs a fleet service leasing vehicles and ambulances to National Societies and external partners, serves as primary recipient of several Global Fund grants and grant implementer for EU Devco, as well as providing National Societies working internationally with various country-level services.

Fully cost recovered through fees, supplementary service activities represent approximately 38 million Swiss francs or 11.5 per cent of the 2014-2015 Plan and Budget. The major stakeholders of supplementary services activities are client National Societies and other humanitarian and development actors.

3. Secretariat membership services. The aim of secretariat membership services activities is to efficiently provide basic membership services to all member National Societies. This includes setting Federation-wide standards and norms, developing general policy, organizing and supporting governance as well as being the knowledge broker for the network.

Funded primarily by statutory contributions from National Society members, secretariat membership services activities represent 38 million Swiss francs or 11.5 per cent of the 2014-2015 Plan and Budget. The major stakeholders of secretariat membership services are member National Societies.

The IFRC Accountability Framework

The IFRC works in accordance with an Accountability Framework methodology welcomed by its Governing Board in 2012, and largely inspired by a review commissioned in 2011 from One World Trust, a UK-based charity specialized in accountability. Under this framework, accountability is defined as:

“An ongoing process that creates relationships of respect between an organization and those affected by its work. In being accountable, one fulfils a commitment to enable and facilitate stakeholders to assess ones actions against defined commitments and expectations, and to respond to the assessment appropriately.”

This definition captures several key features of accountability, which form the basis of the framework as follows:

- *Enable stakeholders:* Following this definition of accountability, the IFRC provides necessary information and opportunities for stakeholders to hold it to account.
- *To assess one’s actions against defined expectations:* the evaluation of the IFRC - by itself but and by stakeholders - against pre-established standards, norms or expectations.
- *To respond to the assessment appropriately:* in order for the assessment to be meaningful, the findings of assessments must be responded to by the IFRC, whether by making alterations recommended by the assessment, or by justifying why no changes are to be made.

To achieve accountability, as defined above, four accountability principles must be observed:

- *Setting expectations:* clarifying what the stakeholder can assess the organization against
- *Information disclosure:* allowing the stakeholder to access information necessary to make an assessment
- *Stakeholder evaluation:* enabling the stakeholder to assess the organization
- *Learning and improvement:* considering the assessment, and responding to it as appropriate.

These key principles of accountability can be represented as four segments of a wheel, with the essential motivation or driver of respect at the centre (see Figure below).

This accountability wheel can be used in various ways to analyse all levels of IFRC business processes and stakeholder accountabilities at micro and macro levels. The organization's overall accountability system reflects a myriad of these wheels interacting with each other.

These wheels are in perpetual motion, creating, and strengthened by, relationships of respect. The core accountability principles are realized in a continuous way present throughout the National Society or secretariat's work with its stakeholder groups. Each accountability principle feeds into, and supports the achievement of the other accountability principles.

Figure 1: The Accountability Wheel, composed of the four Core Accountability Principles



This Plan of Action uses this accountability wheel to identify both existing elements of the accountability framework as well as gaps. The analysis is further refined by applying the accountability wheel from the perspective of different stakeholder groups for the distinct areas of activity for the IFRC. The areas of improvement and the action points are therefore broken down by each of the three areas of activity – and organized as per each of the four accountability principles. Cross cutting or transversal improvements relevant to all three areas of activity are listed first.

Focus of 2014 and 2015

The highlights of this Plan of Action can be summarized as follows.

Enhanced knowledge and culture of accountability:

The aim is to ensure a common internal understanding of IFRC policies and procedures, heightened IFRC internal compliance, risk management and learning culture, as well as a better external understanding of IFRC systems and approach to accountability.

Enabling policies and strengthened compliance:

The plan foresees the development and implementation of new management policies, notably on information disclosure, whistle-blower protection, and documented decision making. Its implementation will further strengthen the dissemination, training and compliance with existing

accountability norms and policies, including the IFRC's Safe Call confidential call line mechanisms, Fraud and Corruption Prevention and Control Policy, and the Principles and Rules for Humanitarian Assistance – notably through e-learning.

Enhanced grant and contract management

The plan also focuses specifically on the IFRC's role as a grant manager under its programmes and coordination activity and contract manager under supplementary services activities. Highlighted specifically by the concerns raised by the Audit and Risk Committee and the Swedish Development Agency, the plan seeks to clarify both donor and contractor obligations, grant and contract conditions and assessment. It also looks at the systems and oversight mechanisms, especially as regards procurement in case of non-compliance by the funding recipients notably member National Societies and vendors.

Managing accountability

Included in the strengthening of the grant management systems is the creation of a central database to internally document and record potential incidents of fraud and corruption, ensuring a better systematic documented approach to all potential incidents as well as a vendor database of ineligible vendors.

Extending accountability

The plan outlines the secretariat's role in facilitating the strengthening of regulatory and compliance systems of the membership, including in the context of the Constitutional Review of the IFRC. Finally, in furtherance of the accountability norms set out in the IFRC Principles and Rules for Humanitarian Assistance, the plan also includes the development of strengthened beneficiary accountability systems.

PLAN OF ACTION DETAILS

The following section details the areas of improvement, agreed action points and their timelines to be undertaken over the course of 2014 and 2015. This Plan of Action is owned by the IFRC senior management responsible to ensure its completion. A review will be conducted at the end of the two year period to attest to the impact of the improvements made, and what further steps would need to be then undertaken over the course of 2016–2018. This Plan of Action is being implemented with the support and oversight of the IFRC Governance, in particular its Audit and Risk Committee, a sub-committee of its Finance Commission.

1. Cross-cutting improvements applicable to all areas of activity:

The IFRC has identified the following areas for improvement with regard to accountability and transparency toward stakeholders which cut across different activity areas:

1.1 Cross-cutting/Accountability principle 1: Setting expectations

1.1.1 *Greater consistent internal understanding of IFRC policies and procedures*

Area for improvement: Ensure greater consistency in the internal understanding and application of IFRC policies and procedures.

Action point 1. Implement a consistent and comprehensive standardized induction programme for new IFRC personnel which includes a detailed overview of IFRC policies and procedures, in particular as concerns its financial and accountability oversight mechanisms.

Action point 2. Continue implementation of comprehensive management refresher course, expanding this course to all staff as resourcing allows.

Action point 3. Consideration of introducing compliance obligations in IFRC Job Descriptions and Performance Evaluations.

Ownership/Timeline: HR/ Q4 2014

1.1.2 *Adoption of a disclosure policy*

Area for improvement: Address a policy gap on information disclosure and a lack of clarity among stakeholders over what is disclosed and why. The need to increase information sharing with stakeholders while protecting the interests of the organization.

Action point: The development and adoption by the IFRC of a Transparency/Disclosure Policy which provides greater predictability and understanding externally with regards to the disclosure practises of IFRC. The policy will provide stakeholders with the information they need to make informed decisions in relation to the IFRC, while safeguarding the security of individuals, the confidentiality of personal data and the integrity and effectiveness of internal control and management processes.

The policy will include information on:

- IFRC's policy towards transparency
- Means and mechanisms to achieve transparency
- IFRC classification of information and the drivers behind these classifications
- Disclosure status by types of documents
- Internal procedures for processing specific disclosure requests.

Ownership/Timeline: Legal/Q3 2014.

1.1.3 *Documented decision-making*

Area for improvement: Heightened consistency in regards to documenting decisions which necessitate the sign-off of the Secretary General.

Action point: Implementation of a Secretary General decision paper procedure which defines the decisions necessitating Secretary General sign-off (e.g. structural adjustments, material regulatory exceptions, waiver of immunity) and ensures the presentation of full facts, options and analysis validated by both the management and technical lines in a consistent manner.

Ownership/Timeline: OSG/Q3 2014

1.1.4 *Strengthened Fraud and Corruption Prevention and Control Policy*

Area for improvement. Continued strengthening of IFRC fraud and corruption prevention through an expanded applicable definition of "fraud and corruption" and continued training and awareness-raising.

Action point 1. Amendment of the IFRC Fraud and Corruption Prevention and Control Policy to be more inclusive of non-financial types of corruption.

Action point 2. Continued roll out of the agreed dissemination plan around the policy, including a complimentary key messages document for orientation and awareness/dissemination purposes, explanatory videos and an e-learning module being developed with external partners.

Action point 3. Review the level of staff and management understanding and compliance with the IFRC Fraud and Corruption Prevention and Control Policy, exploring as relevant staff individual signature of the policy.

Action point 4. Ensure full integration of the Fraud and Corruption Prevention and Control Policy in external party agreements as relevant and appropriate external dissemination.

Ownership/Timeline: Audit/HR/Q4 2015

1.2 Cross-cutting/Accountability principle 2: Information disclosure

1.2.1 *External communications on IFRC systems and working modalities*

Area for improvement: Communicating effectively about the IFRC; its nature, functions, activities and working modalities to address varying degrees of stakeholder understanding.

Action point 1. The IFRC will issue an update of the brochure entitled The Way We Finance.

Action point 2. The IFRC will prepare a brochure explaining its legal nature and structure.

Action point 3. The IFRC will prepare a brochure explaining its approach to monitoring, evaluation and reporting.

Action point 4. The IFRC will prepare a brochure explaining the accountability framework and systems for each area of activity (i.e. Programmes and Coordination, Secretariat Membership Services and Supplementary Services);

Action point 5. The IFRC will launch a page on www.ifrc.org that includes accountability documents and information by activity area.

Ownership/Timeline: Finance/Legal/OD/Monitoring and Evaluation/Coms Q 4 2015

1.2.2 *Presentation of financial results*

Area for improvement: Clarified consolidated financial statement presentation

Action point. Financial statements to be presented in a manner which better reflects the activities of the IFRC as benchmarked against similar membership organizations.

Ownership/Timeline: Finance/2014 Consolidated Audited Financial Statements (issued Q2 2015)

1.3 Cross-cutting/Accountability principle 3: Feedback mechanisms

1.3.1 *Enhanced protection of whistle-blowers*

Area for improvement. Continue to ensure a perceived safe environment for reporting of breaches of the IFRC Code of Conduct.

Action point. The IFRC will introduce a complementary whistle-blower protection policy to augment whistle-blowing protections currently contained within the Code of Conduct and Staff Regulations.

Ownership/Timeline: HR/ Q 4 of 2014

1.3.2 *Expansion of confidential call line*

Area for improvement. Expansion and increased awareness of the IFRC's SafeCall system to confidentially report breaches of the IFRC's Code of Conduct

Action point 1. The IFRC will expand the SafeCall system to cover vendors and include the call number in IFRC template agreements and offer documents.

Action point 2. The IFRC will continue efforts to raise awareness and promote the use of the SafeCall system to all IFRC offices (coupled with continued fraud and corruption awareness training), including through a dissemination package for each IFRC office.

Ownership/Timeline: Human Resources/ Q 4 2014

1.3.3 *Review of the IFRC Internal Audit Charter and the independence of IFRC investigations:*

Area for improvement: Need for the regular review of the independence of IFRC investigative services and their adequate resourcing.

Action point 1. Review of IFRC procedures regarding the independence of the internal audit and particularly investigative functions ensuring adequate benchmarking against current best practise and review of the IFRC Internal Audit Charter.

Action point 2: Consideration of the establishment of a full-time compliance officer post to focalizing the reporting, recording, conduct and coordination of investigations regarding financial fraud and corruption. Such analysis to be considered in light of the breadth of compliance to be included and other related action points in the Plan of Action, including consideration of a beneficiary complaint mechanism and creation of a Federation-wide Fraud and Corruption policy.

Ownership/Timeline: Audit/Q 4 2014

1.4 Cross-cutting/Accountability principle 4: Learning and improvement

1.4.1 *Implementation of lessons learned*

Area of improvement: Continue to grow the IFRC culture of implementation of lessons learned.

Action point. Establish a formal process and system to follow up on evaluation recommendations incorporated within the evaluation procedures, including an annual review by the senior management team.

Ownership/Timeline: M and E /Q 4 2014

1.4.2 *Risk management culture*

Area of improvement: Continue to develop the IFRC risk management culture.

Action point 1. The IFRC will continue to develop and enhance its risk monitoring oversight mechanisms for high risk operations, including the assignment of dedicated risk management personnel as necessary.

Action point 2. The IFRC will revise the Risk Management Framework to ensure that it is accessible to IFRC personnel and will provide relevant and timely risk management training.

Action point 3. In partnership with the Audit and Risk Committee continue to ensure the appropriate level of risk monitoring at a governance level.

Ownership/Timeline: Audit/Q4 2014

1.4.3 *Oversight over implementation of audit recommendations*

Area of improvement: Continue the systematic evaluation and implementation of audit recommendations (internal and external)

Action point: Keep the dashboard of audit recommendations and their status as a standing item of senior management items.

Ownership/Timeline: OSG/Q 3 of 2014

2. Programmes and coordination

In addition to the cross-cutting mechanisms set out above, the IFRC has identified the following areas for improvement with regard to its accountability toward stakeholders with regard to programmes and coordination:

2.1 Programmes and coordination/Accountability principle 1: Setting expectations

2.1.1 *Clarification of donor requirements*

Area of improvement: The need for continued clarification and harmonization of donor requirements consistent with the demands of operational efficiency and local implementation capacities.

Action point: Prioritize the continued development and negotiation of donor terms and conditions consistent with IFRC systems and procedures with the top ten donors for which conditions remain to be standardized.

Ownership/Timeline: RM/Legal/ Q 4 2015

2.1.2 IFRC grant management procedures

Area of improvement: Consistent with IFRC's mandate, clarify and enhance IFRCs grant management procedures including grant award and assessment procedures, sub-grant management, monitoring, reporting and evaluation procedures.

Action point 1. Develop standard IFRC grant award, assessment and management procedures applicable to National Societies and external partners including a comprehensive capacity assessment tool covering fraud and corruption prevention systems, financial, logistics, reporting, and any other relevant aspects of organisational capacity

Action point 2. Develop enhanced IFRC financial and operating modalities appropriate to local capacities and benchmarked against best practice within the Humanitarian sector

Action point 3. The expansion of the IFRC's contract template library with the development of model recipient funding agreements consistent with applicable back donor obligations and IFRC accountability and transparency requirements, include mandatory reporting, investigative, recovery and escalation clauses.

Ownership / timeline: Working with Implementing Partners Working Group Q4 2015

2.1.3 IFRC Status Agreements.

Area for improvement: Continue to ensure a facilitated external legal environment for the IFRC to undertake humanitarian and development activities in support of National Societies.

Action point. Continue to engage with States and National Societies to secure Legal Status Agreements in particular in Haiti, Philippines, Pakistan, Sudan, and Myanmar.

Ownership/Timeline: Zones/Legal/on-going

2.2 Programmes and coordination/Accountability principle 2: Information disclosure

2.2.1 *Clarified understanding of IFRC grant management systems.*

Area for improvement: A comprehensive understanding by donor and recipients of IFRC grant management systems and how they relate to the other areas of IFRC activities.

Action point 1. Development of a funding recipient handbook covering IFRC grant management.

Action point 2. Ensure that all relevant grant management materials are centralized in one publicly available location on www.IFRC.org, and that appropriate training is organized as needed.

Ownership/Timeline: RM/ Q 4 2015

2.3 Programmes and coordination/Accountability principle 3: Feedback mechanisms

2.3.1 *Beneficiary feedback mechanisms*

Area for improvement: Continued development and roll out of IFRC beneficiary feedback mechanisms.

Action point: We will implement a beneficiary accountability policy, supported by the operationalization of the *Manual for Red Cross and Red Crescent programme managers on Community Engagement*.

Ownership/Timeline: M and E/ Q 4 2015

2.3.2 *Escalation and sanctions mechanisms in case of grant award breaches*

Area for improvement: The lack of an agreed standardized internal escalation process and applicable internal sanctions in case of failure of recipients of funding to adhere to IFRC terms and conditions including its ethical standards.

Action point: Consistent and in compliment to IFRC membership sanctions, development of an agreed regime of consequences and implementation options in case of material breaches of contractual terms and conditions, including its ethical standards, which would necessitate seeking alternative means of implementation.

Ownership/Timeline: Legal /Q 4 2015

2.3.3 *Coordination of audit requirements*

Area for improvement: Finding ways to better manage the multiplicity of various donor audit demands.

Action point: Establishment of an internal audit network to improve the coordination of audits with donors and recipients as well as sharing internal controls best practises.

Ownership/Timeline: Audit/Q 1 of 2015

2.4 Programmes and coordination/Accountability principle 4: Learning and improvement

2.4.1 *Better synergies and complementarity between capacity building and grant management.*

Area for improvement: Developing further the synergies and complementarities between long term institutional development efforts and grant management.

Action point: Ensuring the systemic consideration of the overall Organizational Capacity Assessment and Certification (OCAC) results within the discussions on IFRC grant management systems and conditions, including complementarity on the various National Societies assessments, respecting the confidentiality of the individual OCAC processes.

Ownership/Timeline: OD/Q 4 2015

2.4.2 *Central database for fraud and corruption incident reporting*

Area for improvement: The need to ensure a secretariat wide system of documenting allegations of fraud and corruption concerning IFRC resources or funding and the lack of internal comprehensive standard operating procedures setting out internal roles, responsibilities and accountabilities, means of recording action taken, file status and disclosure protocols with concerned stakeholders.

Action point: Implementation of a fraud and corruption incident reporting mechanism, including a centralized database of documents incidents, actions taken, information disclosed and status of the incident and its accompanying standard operating procedures.

Ownership/Timeline: Audit/Q 4 of 2014

2.4.3 *Database of non-eligible vendors*

Area of improvement: Need to systematically document vendors who fail to comply with IFRC vendor pre-requisites and ethical standards.

Action point: In compliment to the IFRC's supplier registration database, introduction of database of companies disqualified from tendering with its accompanying procedures.

Ownership/Timeline: Logistics/ Q 4 of 2014

3. Supplementary services

In addition to the cross-cutting action points set out above, the IFRC has identified the following areas for improvement with regard to its accountability toward stakeholders with regard to supplementary services:

3.1 Supplementary services/Accountability principle 1: Setting expectations

3.1.1 *Roll out of disaster management delivery system*

Area of improvement: The continued development of a centralized procurement and logistics hub supported by appropriate information technology systems.

Action point: Implementation of the new integrated disaster management delivery system.

Ownership/timeline: Logistics/(dependent on continued financing) Incremental implementation over 2014 and 2015.

3.1.2 *Contracted services, sub-recipient management*

Area of improvement: Establish standard practices for working with contract sub-recipients

Action point: Noting that working practices will need to be tailored for each different contract, develop as far as possible standard procedures / working practices for contracted services. These should include assessment of sub-recipients and sub-contract award, and ongoing management, monitoring, evaluation and reporting of sub-recipients.

Ownership / timeline: Working with Implementing Partners Working Group Q4 2015

3.2 Supplementary services/Accountability principle 3: Feedback mechanisms

3.2.1 *Client satisfaction surveys*

Area for improvement: No systematic surveys of client satisfaction with IFRC service.

Action point: Development of systemic country-level and logistics and fleet services client satisfaction surveys.

Ownership/Timeline: Supplementary Services/ Q 4 of 2014

4. Secretariat membership services

As the membership organization of National Societies, the IFRC also plays an important role in facilitating the member National Society collective risk management and collective objectives in particular as concerns their self-governance and compliance mechanisms. In this work the National Societies as members are the main stakeholders.

In addition to the cross-cutting action points set out above, the IFRC has identified the following areas for improvement with regard to its accountability toward stakeholders with regard to secretariat membership services:

4.1 Membership services/Accountability principle 1: Setting expectations

4.1.1 *Membership regulatory and policy framework.*

Area of improvement: Clarification of the regulatory and policy framework binding on member National Societies.

Action point Within the context of the Governance Policy Review, review obsolete/outdated policies relating to National Society accountability and transparency, with the focus on the quality control and compliance mechanisms aiming to ensure better understanding of obligations.

Ownership/Timeline: Governance/Legal/OD Q4 2015

4.1.2 *Fraud and corruption prevention within the membership*

Area of improvement: Strengthening fraud and corruption prevention awareness and control mechanisms throughout the IFRC network.

Action point: Implementation of a Federation-wide corruption prevention policy that highlights minimum standards and recommendation for organizations to develop individual policies adapted to their own context and legislation respecting those minimum standards.

Ownership/Timeline: Audit/ Q 4 2015

4.2 Membership services/Accountability principle 2: Information disclosure

4.2.1 *Dissemination and understanding of Principles and Rules obligations.*

Area for improvement: Ensure the dissemination and understanding of the obligations on National Societies set out in the Principles and Rules for Humanitarian Assistance in particular as relates to accountability, uses of funds and resources, audit and investigation obligations.

Action point 1: Implement the e-learning modules on the Principles and Rules of Humanitarian Assistance to be made available on the Learning Platform.

Action point 2: Mainstream Principles and Rules training modules within applicable disaster management training.

Ownership/Timeline: Operations/Q4 2014

4.3 Membership services/Accountability principle 3: Feedback mechanisms

4.3.1 *Beneficiary accountability framework for the membership*

Area for improvement: Work towards ensuring a harmonized and systematic Federation-wide beneficiary complaint mechanism.

Action point 1. Creation of a task force of National Society technical experts to further consider the feasibility of a creating a standard system integrating the various systems and methodologies already in place.

Action point 2. Linked with the work on creating a harmonized fraud and corruption prevention control policy, ensure that the underpinning mutual obligations and standards around the handling of beneficiary complaints are put in place, including investigation and reporting obligations and clarity around consequences in case of failures to comply.

Ownership/Timeline: Mon Eva./Legal/Q 4 of 2015

4.3.2 *Strengthening of membership compliance system.*

Area for improvement: Work towards clarifying National Societies' obligation to comply with agreed rules (mainly article 8 of the Constitution) and better understanding the mechanisms for compliance. Work towards the ability of the relevant IFRC risk oversight bodies to alert the Compliance and Mediation Committee to cases of National Societies' non-compliance with their obligations when this is putting the IFRC's reputation at risk.

Action point 1. To standardise a mechanism which allows National Societies to annually declare to the secretariat their understanding and willingness to comply with their constitutional undertakings.

Action point 2. To develop/strengthen current procedures on how cases of non-compliance by National Societies with their obligations (type 7 of the integrity policy) can be brought to the attention of the Compliance and Mediation Committee.

Action point 3. Within the context of the Constitutional Review, re-consider the mechanisms and rules by which cases are brought to the Compliance and Mediation Committee, including potentially a right of initiative of this group.

Ownership/Timeline: Governance/ Q 4 2015

4.4 Membership services/Accountability principle 4: Learning and improvement

4.4.1 *Monitoring of member National Societies' key performance indicators*

Area for improvement: Ensuring key performance indicators as relevant to the health and accountability of the membership are measured and analysed systematically over time and used in relevant decision making.

Action point 1. Continue to roll out and compliance with the Federation-Wide Data and Reporting System.

Action point 2. Creation of a dashboard to measure the general organizational strength of member National Societies as well as their adherence with agreed membership obligations.

Ownership/Timeline: Governance /Q 4 2015