ACCOUNTABILITY AND TRANSPARENCY PLAN OF ACTION
Implementation report: Q4 2014

Improvement	Action point / deliverable	Action point / progress summary	Completion rate, %	Due date
1. Cross-Cutting improvements applicable to all Areas of Activity				
1.1 Cross-cutting/Accountability principle 1: Setting expectations				
1.1.1 Greater consistent internal understanding of IFRC policies procedures _Area for improvement: Ensure greater consistency in the internal understanding and application of IFRC policies and procedures._	**Action point 1:** Standardized induction programme for new IFRC personnel	Work has been started: new elements on the Learning Platform welcome page launched in October.	20%	Q4 2014
	Action point 2: Implementation of comprehensive management refresher course	The timeframe for this Action point has to be adjusted (initial deadline - Q4 2014)	0%	Q4 2014
	Action point 3. Introduction of compliance obligations in IFRC Job Descriptions and Performance Evaluations	Not started yet	0%	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:** Adopted Transparency/Disclosure Policy	1. The IFRC draft disclosure policy was presented to the Audit and Risk Committee and the Governing Board for comment. An external review of the policy was also conducted by PWC Zurich, with the explicit request for PWC to consider whether and how the IFRC could render fully public its internal audit reports, including a legal analysis of privacy concerns and a bench marking against other institutions in comparable positions. Detailed discussions were also had on this point within the Audit and Risk Committee including with PWC; Further discussions have also been had between PWC, the Chair of the Audit and Risk Committee and the IFRC Secretary General.	95%	Q3 2014

		2. PWC Zurich has provided a list of recommendations to IFRC in terms of moving to open disclosure of internal audit reports, and a potential road map and timeframe. The IFRC has decided that it will continue for 2015 to include a mechanism within its disclosure policy to make internal audit reports and investigative reports available for consultation in a "safe place" upon individual request. It will seek to move to full public disclosure of internal audit reports by Q1 2016. 3. The Disclosure Policy will now be prepared for final signature and adoption and will subsequently be communicated to stakeholders.		
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:** Implemented Secretary General decision paper procedure	A new procedure on Decision Papers was finalized and put in practice as of 30 June 2014. This procedure defines when a specific decision paper is required for signature of the Secretary General, and proscribes the content and preparation of the document. The aim is to assist the Secretary General to make informed decisions based on proper analysis and risk evaluations, and to document them for the record and for accountability and institutional knowledge purposes.	100%	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:** Amended IFRC Fraud and Corruption Prevention and Control Policy **Action point 2:** Roll out of the agreed dissemination plan around the policy, including a complimentary key messages document	Two training modules on Fraud and Corruption prevention and control are being developed for the e-learning platform. These should be available to all Federation Staff and National Societies by the end of Q3 2015. In the meantime Two lectures on Fraud and Corruption prevention have been developed and posted on the IFRC e-learning platform.	50%	Q4 2015

	Action point 3: Review of the level of staff and management understanding and compliance with the IFRC Fraud and Corruption Prevention and Control Policy	The level of staff and management understanding and compliance with the IFRC Fraud and Corruption and control policy is being reviewed, tested and reported upon during internal audit missions. However, the coverage will be drastically increased following the development and rollout of the F&C prevention interactive training module which will be made mandatory for all IFRC staff	50%	Q4 2015
	Action point 4. Full integration of the Fraud and Corruption Prevention and Control Policy in external party agreements is ensured	New templates have been developed and are being rolled out in a new IFRC contract template library.	75%	
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:** Update of the brochure entitled The Way We Finance	Completed	100%	Q4 2015
	Action point 2: Brochure explaining IFRC legal nature and structure	A draft brochure is being developed and internal consultations are ongoing.	40%	Q4 2015
	Action point 3: Brochure explaining IFRC approach to monitoring, evaluation and reporting	Not started yet	0%	Q4 2015
	Action point 4: Brochure explaining the accountability framework and systems for each area of activity	Not started yet	0%	Q4 2015
	Action point 5: A page on www.ifrc.org that includes accountability documents and information by activity area	Completed	100%	Q4 2015

1.2.2 Presentation of financial results *Area for improvement: Clarified consolidated financial statement presentation*	**Action point:** Updated format of Financial statements' presentation	Revised format endorsed by Finance Commission. Revised format 2013 comparative figures finalised and passed to external auditors. Formal sign off by external auditors of revised format and comparative figures awaited but no issues raised. Updated format anticipated for use for 2014 financial statements	75%	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:** Adopted complementary whistle-blower protection policy	Continuing to use the comprehensive provisions found in Staff Code of Conduct and Staff Regulations. Linked to work being done to strengthen existing "investigative functions" in house, the Whistleblower Policy will follow in Q1 2015.	0%	Q1 2015
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**. SafeCall system is expanded to cover vendors: the call number is included in IFRC template agreements and offer documents	Timeframe has been moved to Q2 2015 to ensure strengthened investigation processes are in place first.	0%	Q2 2015
	Action point 2. SafeCall system dissemination package is provided to each IFRC office	Information on the [SafeCall system] is circulated to all Geneva-based staff HR Zone Managers.	80%	Q4 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 the IFRC investigative services and their adequate resourcing. | **Action point 1**. IFRC procedures regarding the independence of the internal audit are reviewed; IFRC Internal Audit Charter is reviewed | 1. An independent external quality review of the internal audit function at the IFRC was carried out by PwC (Zurich) during July 2014 where the internal audit was assessed against the IIA international standards . The internal audit team achieved the highest possible level with some recommendations for further improvements.

2. The internal audit charter is currently being revised taking into consideration the Sida (PwC) report as well as the external quality review recommendations, a revised draft was presented to the Audit and Risk Committee for their comments and was endorsed by them.The charter will be finalized after the conclusion of the Governance constitutional review and the formal creation of an independent Audit and Risk Committee to which the Head of the Audit and Risk Department will have direct access.

3. The Governing Board's Constitutional Review Working Group is reviewing how to strengthen the IFRC system in regards to handling matters of integrity, as well as compliance and accountability. A series of first recommendations were presented to the Governing Board in November. Included in this recommendations were a formal separation of the Audit and Risk Committee from the Finance Commission, therefore creating a separate independent governance committee for audit and risk – rather than keeping a shared mandate of finance, audit and risk with the Finance Commission. This recommendation was generally welcomed by the Governing Board, and is being submitted for consultation to all National Societies in Q1 of 2015. A further linked discussion is being had on the mandate and set-up of the | 80% | Q4 2014 |

		Finance Commission. The Constitutional duties of National Societies, and the role of the Compliance and Mediation Committee as a compliance body is also being reviewed, with again a first set of recommendations sent out to National Societies in Q1 of 2015 for potential Constitutional Amendment in Q4 2015. Of relevance to this work, these recommendations include clarity on what potential "membership breaches" could lead to sanctions; clarification and simplification of the working procedures of the Compliance and Mediation Committee; and a strengthened role for Vice Presidents to regionally address integrity challenges in National Societies.		
	Action point 2. A full-time compliance officer post to focalizing the reporting, recording, conduct and coordination of investigations regarding financial fraud and corruption is established	A study was carried out by PwC Zürich, to establish an investigation function under an expanded mandate of the Risk Management and Audit Department to "Risk Management, Audit and Investigations Department". A final report has been presented to the Secretary General. The recommendations are currently being studied and follow up actions will take place in order to create the investigative function in the Audit and Risk Management department by Q2/Q3 of 2015. The scope of work will be the examination of allegations of Codes of Conduct breaches, including fraud and corruption cases by all IFRC staff and IFRC partners as per the terms of the IFRC partnership and grant agreements. It is expected that – while the dedicated position will do some direct active investigation – it will primarily be the hub for the coordination and monitoring of all alleged breaches, including ensuring appropriate reporting and the	90%	Q4 2014

		management of the central database of fraud and corruption allegation management. It is also expected that this function would have a major role in providing training and raising awareness in the Secretariat and National Societies on fraud and corruption prevention and control.		
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:** Standard operating procedure on evaluations	First draft is ready and the SoPs should be finalised by next quarter.	25%	Q2 2015
1.4.2 Risk management culture *Area of improvement: Continue to develop the IFRC risk management culture*	**Action point 1**. Dedicated risk management personnel is assigned as necessary **Action point 2**. Revise the Risk Management Framework	1. Risk management Framework has been revised. The draft framework will be shared with the GSMT and ARC for comments after which it will be finalised and published on FedNet. 2. Audit team conducted number of Risk Management Workshops during their audit visits to regional and country Representations. 3. The issue of dedicated risk management personnel will be discussed with the Global Senior Management Team as part of the 2016/17 Plan and Budget process.	50%	Q4 2014
	Action point 3. Risk monitoring is ensured at governance level	The Audit and Risk Committee (a sub-committee of the Finance Commission) plays a major part in monitoring risks at governance level. The Chair of the Committee presents, during each Governing Board (GB) meeting, those critical risks facing the Federation for GB and management action. The Chair also now regularly discloses fraud and corruption cases. Further improvements will be made following the constitutional	75%	Q4 2014

		revision and the separation of the Audit and Risk Committee and the Finance Commission.		
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:** Dashboard of audit recommendations and their status is kept as a standing item of senior management items	The Head of Risk Management and audit has been requested by the SG to participate in Senior Management Meetings as of January 2015. Regular update on the status of the implementation of critical audit recommendations will be presented to Senior Management team on a regular basis.	50%	Q3 2014
2. 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	Clarified terms and conditions of funding have been agreed with three of the IFRCs top donors. Discussions are ongoing with two more top donors.	40%	Q4 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,*	**Action point 1**. Standard IFRC grant award, assessment and management procedures are developed **Action point 2**. Enhanced IFRC financial and operating modalities are developed	The inter-departmental working group continues to carry out its consultations and work as per its agreed terms of reference. Phase 1 consultations were planned for completion by end Q4 2014, this deadline has now been extended until end Jan 2015. Consultations and briefings on new proposed financial and operating modalities have been carried out in Geneva, Europe, Africa and MENA.	40%	Q4 2015

monitoring, reporting and evaluation procedures.		New mechanisms have been developed around short form procurement rules applicable to contractual partners, to ensure more oversight and control over procurement carried out by implementing partners.		
	Action point 3. Model recipient funding agreements are developed			
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:** Legal Status Agreements	Efforts continue to secure agreements in the few countries where an explicit status fails to be articulated in writing. In the three prioritized countries, clear progress can be reported in one.		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:** A funding recipient handbook covering IFRC grant management	These activities are linked to the outcomes of 2.1.2. and as such will take place in 2015 as indicated in the timeline.	40%	Q4 2015
	Action point 2. All relevant grant management materials are centralized in one publicly available location on www.IFRC.org; appropriate training is organized as needed	These activities are linked to the outcomes of 2.1.2. and as such will take place in 2015 as indicated in the timeline.	40%	Q4 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**: Adopted beneficiary accountability policy; operationalized Manual for Red Cross and Red Crescent programme managers on Community Engagement	Initial discussions with PSD have started. A position focusing on accountability to affected populations/community engagement will be opened during Q1 2015 with the purpose of promoting quality and accountability in all IFRC programmes through increased and improved participatory approaches in programme design, implementation, monitoring and evaluation.	5%	Q4 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.	These activities are linked to the outcomes of 2.1.2. and as such will take place in 2015 as indicated in the timeline.	20%	Q4 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**: An internal audit network	1. IFRC is currently in the process of mapping out those National Societies who have internal audit or similar function. 2. A full time officer has been assigned the responsibility for coordinating all donors audit requirements and external audit assignments 3. An Excel database has been developed to capture all donors' audit requirements and requests. All audits are carried out on timely basis.	75%	Q2 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*	**Action point**: Ensuring the systemic consideration of the overall Organizational Capacity Assessment and Certification	On-going		Q4 2015

further the synergies and complementarities between long term institutional development efforts and grant management.	(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.			
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**: A fraud and corruption incident reporting mechanism is established	As part of PwC study report, a first draft "Allegation Management Procedure" has been written. The procedure includes the management processes around the reporting, examination, investigation, recording and closure of allegations. This procedure will serve as the underlining business process around the central management of all fraud and corruption allegations. This draft procedure will now be circulated for internal consultation, in order to ensure a full harmonization with on-going business process and the field structure and accountabilities. Final sign off is expected by Q2 2015 and then full implementation with the establishment of the dedicated investigative capacities is expected in Q2 and Q3 of 2015	70%	Q2 2015
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**: Database of companies disqualified from tendering with its accompanying procedures	Presently this is ensured through the finance system (APPLE) which provides the opportunity to blacklist suppliers, who are then blocked for access through the Logistics HLS system. In the future, vendor information will be directly managed through DMDS which is currently under development and will come to replace the presently used HLS. To enhance the performance monitoring process, the supplier performance evaluation template has been re-disseminated to GLS zone teams with a clear message to	15%	Q4 2014

		complete it for each and every order upon its delivery and which will form part of the filing documentary trail.		
3. 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**: New integrated disaster management delivery system is implemented	DMDS is implemented in separate "Lots" and in order to ensure optimum efficiency, an incremental implementation approach is being followed. The 'Agile' methodology allows the core functionality (Lots 1 and 4) to be up and running first. The system can then be completed sequentially, being enhanced by further functionality. The completion rates of Lot 1 and Lot 4 are as follows by end December 2014: • Lot 1: Procurement management 80%, transport management 30%, order management 80%, warehouse management 80%; • Lot 4: Distribution planning 50%, beneficiary registration 50%, distribution tracking 50% A contract with the IT developer for continuation of Lot 1 implementation work was signed in June 2014. It will carry forward to 2015 the development of supply chain management components – all of which are critical enablers to ensure reinforced accountability. The top priority for 2015 is to work towards getting the currently used Humanitarian Logistics Software (HLS) replaced by DMDS. So far, for 2015 funds have not been fully secured to implement the system to the set target.	63%	(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**: Developed standard procedures / working practices for contracted services	Being addressed on a contract by contract basis	0%	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**: Systemic country-level and logistics and fleet services client satisfaction surveys	The satisfaction survey has been created, and will be launched in Q1 2015. Links to online and offline surveys will be embedded within the Fednet Catalogue of services, available in all 4 IFRC languages. National Societies will have an opportunity not only to give yearly systematic feedbacks, but also each time a service is delivered to them. Also, GLS has already established a systematic customer satisfaction on-line survey which has been up and running since May 2014, collecting customer feedback on logistics service delivery including procurement, fleet and warehousing. The generated feedback is analysed by logistics managers to drive improvements in service delivery. This on-line survey can be extended to include country level logistics services.	95% Task 100 % complete for GLS	Q1 2015
4. 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:** Obsolete/outdated policies relating to National Society accountability and transparency are reviewed	Not started yet	0%	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**: Federation-wide corruption prevention policy is implemented	Not started yet	0%	Q4 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**: E-learning modules on the Principles and Rules of Humanitarian Assistance are available on the Learning Platform	E-learning course on Principles and Rules for Red Cross and Red Crescent Humanitarian Assistance (English) has been developed and user testing has been completed. After small adjustments the course is being made available on the Learning Platform for staff and volunteers in November 2014. Making the course available also for external audiences is considered	95%	Q4 2014
	Action point 2: Principles and Rules training modules are main steamed within applicable disaster management training	The e-learning course is to be included in standard DM training courses (ERU, FACT, RDRT trainings) as a standards learning module. The P&R e-learning will also be mandatory course for all IFRC DM staff in the future. Further dissemination of the course will be done to National Societies to ensure that NS DM staff will complete the course.	50%	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**. A task force of National Society technical experts is created	Not started yet See also under 2.3.1	0%	Q4 2015
	Action point 2. A harmonized fraud and corruption prevention control policy is created	Not started yet		Q4 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**: A standardized mechanism which allows National Societies to annually declare to the secretariat their understanding and willingness to comply with their constitutional undertakings	Being discussed within the framework of the Constitutional Review Process 2014/2015		Q4 2015
	Action point 2: Developed/strengthened current procedures on how cases of non-compliance by National Societies with their obligations can be brought to the attention of the Compliance and Mediation Committee	Being discussed within the framework of the Constitutional Review Process 2014/2015. Discussions have been initiated between Constitutional Review Group and the Chair of the Compliance and Mediation Committee. Several options are being considered. CMC continues to promote its proactive approach to be better recognised by National Societies as a tool to resolve breaches of integrity and disseminate its working procedures.	30%	Q4 2015
	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	CMC Rules of Procedures have been revised in July 2014 and endorsed by the Governing Board. The objective of this revision was to make the procedures a bit more light. The Rules of Procedures will be revisited once the Constitutional review have been finalised to take into account other changes.	25%	Q4 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*	**Action point 1**. Federation-Wide Data and Reporting System is further rolled out	On-going		Q4 2015

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 2**. A dashboard to measure the general organizational strength of member National Societies is created	Being discussed within the framework of the Constitutional Review Process 2014/2015. Discussion have been initiated to be presented to CMC in July. This is also linked with the concept of National Societies in "good standing" which is also being developed	25%	Q4 2015