

IFRC- Accountability and Transparency Plan of Action Implementation report – Q4 2015

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 <i>Area for improvement: Ensure greater consistency in the internal understanding and application of IFRC policies and procedures.</i>	Action point 1: Standardized induction programme for new IFRC personnel.	The programme has been launched online.	100%	Q3 2015
	Action point 2: Implementation of standardized induction programme for new IFRC personnel	The classroom training to support the online programme is currently at the piloting stage and will be launched in Q2 2016.	75%	Q2 2016
	Action point 3. Introduction of compliance obligations in IFRC Job Descriptions and Performance Evaluations.	The evaluation of the current status of compliance obligations in IFRC job descriptions and performance evaluations has been done and will feed into the HR operational planning for 2016. Implementation of this action point is included into the job descriptions project which is part of the HR operational plan 2016.	50%	Q3 2015 moved to 2016
1.1.2 Adoption of a disclosure policy <i>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.</i>	Action point 1: Adopted Transparency/Disclosure Policy.	The Disclosure policy has been finalised and will be adopted shortly.	100%	Q3 2015

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1.1.3 Documented decision making <i>Area for improvement: Heightened consistency in regards to documenting decisions which necessitate the sign off of the Secretary General.</i>	Action point 1: Implemented Secretary General decision paper procedure.	Completed.	100%	Q3 2014
1.1.4 Strengthened Fraud and Corruption Prevention and Control Policy <i>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.</i>	Action point 1: Amended IFRC Fraud and Corruption Prevention and Control Policy.	The IFRC Fraud and Corruption Prevention and Control Policy was reviewed and has now been complemented by a Whistle-blower Policy (see below 1.3.1). Three training modules on Fraud and Corruption prevention and control have been developed in partnership with Transparency International (Norway) for the e-learning platform . The modules have been launched and are currently available to all IFRC staff and National Societies. Two lectures on Fraud and Corruption prevention have also been developed and posted on the IFRC e-learning platform.	100%	Q3 2015
	Action point 2: Roll out of the agreed dissemination plan around the policy, including a complimentary key messages document.			
	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 understanding and compliance by staff and management of the IFRC Fraud and Corruption and Control Policy is being reviewed, tested and reported upon during internal audit missions. The coverage has been significantly increased following the development and rollout of the Fraud and Corruption Prevention interactive training module which will be made mandatory for all IFRC staff. In addition, the investigation function that has been created will have a major role in providing training and support to management in issues related to fraud and corruption prevention. A number of training sessions have already been planned for West-	100%	Q4 2015

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		Africa and South-America.		
	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.	85%	Q4 2015
1.2 Cross-cutting/Accountability principle 2: Information disclosure				
1.2.1 External communications on IFRC systems and working modalities <i>Area for improvement: Communicating effectively about the IFRC; its nature, functions, activities and working modalities to address varying degrees of stakeholder understanding.</i>	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 developed and is being reviewed. Finalisation is anticipated in 2016 Q1.	55%	Moved to 2016
	Action point 3: Brochure explaining IFRC approach to monitoring, evaluation and reporting.	Done, see PMER Pocket Guide available on public website.	100%	Q4 2015
	Action point 4: Brochure explaining the accountability framework and systems for each area of activity.	An initial draft is developed.	30%	Q4 2015 moved to 2016
	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 <i>Area for improvement: Clarified consolidated financial statement presentation.</i>	Action point 1: Updated format of Financial statements' presentation.	Updated format has been used for IFRC 2014 consolidated financial statements. No issues have been raised by external auditors. Sign off of the financial statements by the Finance Commission was completed on 8 April 2015.	100%	Q2 2015

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1.3 Cross-cutting/Accountability principle 3: Feedback mechanisms				
1.3.1 Enhanced protection of whistle-blowers <i>Area for improvement. Continue to ensure a perceived safe environment for reporting of breaches of the IFRC Code of Conduct.</i>	Action point 1: Adopted complementary whistle-blower protection policy.	A Whistle-blower Policy has been adopted.	100%	Q3 2015
1.3.2 Expansion of confidential call line <i>Area for improvement. Expansion and increased awareness of the IFRC's SafeCall system to confidentially report breaches of the IFRC's Code of Conduct.</i>	Action point 1. SafeCall system is expanded to cover vendors: the call number is included in IFRC template agreements and offer documents.	The following wording has been incorporated into the Request for Quotation and Purchase Order documents and similar information is posted on the IFRC procurement portal: "Calls can be anonymous and can be done through the independent company Safecall by calling +44 207 6965952 or by sending an email to ifrc@safecall.co.uk or by filling directly a complaint on http://www.safecall.co.uk/file-a-report website."	100%	Q2 2015
	Action point 2. SafeCall system dissemination package is provided to each IFRC office.	Completed.	100%	Q4 2014
1.3.3 Review of the IFRC Internal Audit Charter and the independence of IFRC investigations <i>Area for improvement. Need for the regular review of the independence of the IFRC investigative services</i>	Action point 1. IFRC procedures regarding the independence of the internal audit are reviewed; IFRC Internal Audit Charter is reviewed.	The internal audit charter has been revised following the conclusion of the IFRC constitutional review process and the recognition of the Audit and Risk Committee as an independent constitutional body by the General Assembly at the beginning of December 2015. The revised Charter is currently going through the consultation phase	90%	Q1 2016

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<i>and their adequate resourcing.</i>	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.	The Secretary General has approved the creation of an investigation function. The recruitment of one senior investigation officer within the Audit and Risk Management department has been completed with the appointment of Fraud Prevention and Investigation Senior Officer as from 1 st June 2015.	100%	Q3 2015
1.4 Cross-cutting/Accountability principle 4: Learning and improvement				
1.4.1 Implementation of lessons learned <i>Area of improvement: Continue to grow the IFRC culture of implementation of lessons learned.</i>	Action point 1: Develop Standard operating procedures (SOP) on evaluations.	Ann additional review of the draft SoPs is required to bring them in line with the recently (October 2015) approved procedure for hiring consultants	80%	Moved to Q2- 2016
1.4.2 Risk management culture <i>Area of improvement: Continue to develop the IFRC risk management culture.</i>	Action point 1. Dedicated risk management personnel is assigned as necessary.	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. Additional Risk Management workshops have been planned for Q4 2015.	80%	Q1 2016
	Action point 2. Revise the Risk Management Framework.			
	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 revision and the separation of the	100%	Q4 2015

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		Audit and Risk Committee and the Finance Commission. The Changes have been approved by the General Assembly in December 2015.		
<p>1.4.3 Oversight over implementation of audit recommendations</p> <p><i>Area of improvement: Continue the systematic evaluation and implementation of audit recommendations (internal and external).</i></p>	<p>Action point 1: Dashboard of audit recommendations and their status is kept as a standing item of senior management items.</p>	<p>The Head of Risk Management and audit has been appointed by the SG to participate as a member in Senior Management Meetings as of January 2015. The Head of Risk Management and Audit attended the Global Senior Management Team (GSMT) in March 2015 where he presented an update on the implementation of critical audit recommendations for GSMT follow up and action. An update will be presented to SMT and GSMT during all future meetings.</p>	100%	Q3 2014
2. Programmes and coordination				
2.1 Programmes and coordination/Accountability principle 1: Setting expectations				
<p>2.1.1 Clarification of donor requirements</p> <p><i>Area of improvement: The need for continued clarification and harmonization of donor requirements consistent with the demands of operational efficiency and local implementation capacities.</i></p>	<p>Action point 1. 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.</p>	<p>The requirements have been clarified with seven of eight identified donors:</p> <ul style="list-style-type: none"> • Canadian Red Cross • Australian Red Cross • ECHO • Norwegian Red Cross • Swedish Red Cross • Netherlands Red Cross • Finnish Red Cross <p>Negotiations with the German Red Cross are ongoing.</p>	88%	Q4 2015

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<p>2.1.2 IFRC grant management procedures <i>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.</i></p>	<p>Action point 1. Standard IFRC grant award, assessment and management procedures are developed.</p>	<p>The IFRC Project Partner identification and selection policy and procedure has now been approved</p> <p>Changes to assessment and management procedures are addressed under action point 2</p>	<p>100%</p>	<p>Q4 2015 moved to 2016</p>
		<p>The IFRC has established a pilot group comprising of 8 National Society Project Partners to test the planned procedural changes.</p> <p>The initial meeting for this group shall take place on 26 January 2016.</p> <p>By the end of Q3 2016 the IFRC anticipates to have;</p> <ul style="list-style-type: none"> i) Completed Project Partner Capacity reviews of the pilot group Project Partners, ii) Completed IFRC risk assessments iii) Established Risk Mitigation Measures for working with the Project Partners iv) Signed Framework Agreements with the Project Partners 	<p>65%</p>	<p>Q4 2015 moved to 2016</p>
	<p>Action point 3. Model recipient funding agreements are developed.</p>	<p>New Framework and Project Funding Agreements shall be tested as part of the pilot on Changing How the IFRC works with its Project Partners</p> <p>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.</p>		

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2.1.3 IFRC Status Agreements <i>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.</i>	Action point 1: 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 (Haiti, Pakistan and the Philippines), the status quo remains.	ongoing	ongoing
2.2 Programmes and coordination/Accountability principle 2: Information disclosure				
2.2.1 Clarified understanding of IFRC grant management systems <i>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.</i>	Action point 1: A funding recipient handbook covering IFRC grant management.	These activities are linked to the outcomes of 2.1.2.	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 that is planned to be accomplished in 2016.	40%	Q4 2015
2.3 Programmes and coordination/Accountability principle 3: Feedback mechanisms				
2.3.1 Beneficiary feedback mechanisms <i>Area for improvement: Continued development and roll out of IFRC beneficiary feedback mechanisms.</i>	Action point 1: Adopted beneficiary accountability policy; operationalized Manual for Red Cross and Red Crescent programme managers on Community Engagement.	A common case on community engagement and accountability for the Movement is being built, which includes the newly drafted IFRC Framework on Community Engagement and Accountability (CEA) with a common ICRC and IFRC definition and a joint draft training manual. The Framework is being shared with IFRC programmes and NSs for comments and revisions. The training tools are being revised as part of the development of the new community engagement and accountability training manual. The manual will be tested in a TOT training in April and finalized in Q2, in close coordination with the ICRC,	80%	Q4 2015 <i>moved to 2016</i>

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		<p>as part of the DFID framework and expected joint results.</p> <p>The community engagement and accountability monitoring is also built into the results matrix of the IFRC Plan and Budget 2016-2020.</p> <p>The Framework is a key milestone, together with the overarching IFRC Accountability Framework, towards fostering increased accountability to beneficiaries.</p> <p>We recommend that the Framework and manual are now considered as the main outcomes of the Accountability and Transparency PoA. The beneficiary accountability policy will be our long term goal as Policies should only be adopted by the Governance Bodies of the International Federation at the General Assembly</p>		
<p>2.3.2 Escalation and sanctions mechanisms in case of grant award breaches</p> <p><i>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.</i></p>	<p>Action point 1: 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.</p>	<p>These activities are linked to the outcomes of 2.1.2.</p>	<p>30%</p>	<p>Moved to 2016</p>

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<p>2.3.3 Coordination of audit requirements <i>Area for improvement: Finding ways to better manage the multiplicity of various donor audit demands.</i></p>	<p>Action point 1: Incorporate all audit efforts into one integrated system. Maintain a record of all Secretariat and donor audit requirements. Liaise with auditees , auditors and donors in the fulfilment of their audit requests.</p>	<p>A full time officer has been assigned the responsibility for coordinating all donors audit requirements and external audit assignments. An Excel database has been developed to capture all donors' audit requirements and requests. All audits are carried out on timely basis.</p>	<p>100%</p>	<p>Q4 2015</p>
<p>2.4 Programmes and coordination/Accountability principle 4: Learning and improvement</p>				
<p>2.4.1 Better synergies and complementarity between capacity building and grant management. <i>Area for improvement: Developing further the synergies and complementarities between long term institutional development efforts and grant management.</i></p>	<p>Action point 1: 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.</p>	<p>The IFRC grants conditions have been largely used to inform the minimum standards set in OCAC. Aggregated OCAC results on related attributes have been fed back to key people working on NS financial management development, to support revision of the current grant management system and conditions. It is expected that the revised conditions will inform future changes of the OCAC tool and help redefine what is expected by NS worldwide.</p>	<p>ongoing</p>	<p>Q4 2015 moved to 2016</p>

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<p>2.4.2 Central database for fraud and corruption incident reporting <i>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.</i></p>	<p>Action point 1: A fraud and corruption incident reporting mechanism is established.</p>	<p>Database and incident reporting process have been developed.</p>	<p>100%</p>	<p>Q3 2015</p>
<p>2.4.3 Database of non-eligible vendors <i>Area of improvement: Need to systematically document vendors who fail to comply with IFRC vendor pre-requisites and ethical standards.</i></p>	<p>Action point 1: Database of companies disqualified from tendering with its accompanying procedures.</p>	<p>Finalization of this action point depends on the implementation and roll out of the DMDS system, which is currently under construction. The action is rated 80% complete and has been moved to 2016 for final accomplishment. In the meantime, a manual solution has been put in place for tracking supplier performance by filling out an evaluation form and making it a mandatory part of any procurement file for audit trail. Information on serious underperformance by any supplier is shared with all procuring entities. Once DMDS is rolled out, it will enable to automate and manage the supplier information through the system, by providing functionality to block suppliers and prevent any future activity with them.</p>	<p>80%</p>	<p>Q4 2015 moved to 2016</p>

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3. Supplementary services				
3.1 Supplementary services/Accountability principle 1: Setting expectations				
<p>3.1.1 Roll out of disaster management delivery system <i>Area of improvement: The continued development of a centralized procurement and logistics hub supported by appropriate information technology systems.</i></p>	<p>Action point 1: New integrated disaster management delivery system is implemented.</p>	<p>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 to be up and running first. The system can then be completed sequentially, being enhanced by further functionality.</p> <p><u>Development phase.</u> With the arrival of the new USG for the Programmes and Operations division, a meeting of the project steering group was organised in the first week of 2016. The USG requested GLS and ISD to produce an analysis paper outlining the different options for moving this project forward. Based on it, a final decision will be taken.</p> <p><u>Pilot and roll-out phases.</u> Pending the final decision, the pilot phase has been rescheduled to 2016 to be followed by a roll-out of DMDS to all GLS offices, replacing the currently used Humanitarian Logistics Software (HLS). Roll-out to IFRC country offices should happen right after, following a priority country approach.</p> <p>During the system implementation, only 30 % of the</p>	<p>IT development - 65%</p> <p>Roll-out to IFRC GLS offices - 0%</p>	<p>Q4 2015¹ moved to 2016</p>

¹ The delivery of this action point is dependent on securing sufficient funding, it may well be that the completion will run into 2016. To be confirmed later

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		necessary human resources have been made available due to lack of funding and different organizational priorities. Therefore, the implementation has been delayed and original milestones have been revised accordingly.		
3.1.2 Contracted services, sub-recipient management <i>Area of improvement: Establish standard practices for working with contract sub-recipients.</i>	Action point 1: Developed standard procedures / working practices for contracted services.	As contracted services are not contemplated pursuant to the plan and budget 2016–2020, this action is no longer required. Any procedural issues for continuing contracts shall be addressed on a case by case basis.	n/a	Q4 2015 n/a
3.2 Supplementary services/Accountability principle 3: Feedback mechanisms				
3.2.1 Client satisfaction surveys <i>Area for improvement: No systematic surveys of client satisfaction with IFRC service.</i>	Action point 1: Systemic country-level and logistics and fleet services client satisfaction surveys.	<p>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.</p> <p>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.</p> <p>Global Logistics Service (GLS) has already established a systematic customer satisfaction on-line survey</p>	100%	Q2 2015

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		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.		
4. Secretariat membership services				
4.1 Membership services/Accountability principle 1: Setting expectations				
4.1.1 Membership regulatory and policy framework <i>Area of improvement: Clarification of the regulatory and policy framework binding on member National Societies.</i>	Action point 1: Obsolete/outdated policies relating to National Society accountability and transparency are reviewed.	Done as part of the policies mapping process that took place earlier this year. IFRC has created a Policy, Strategy and Knowledge Department, and one of its objectives is the establishment and regular updating of the IFRC policy framework.	100%	Q4 2015
4.1.2 Fraud and corruption prevention within the membership <i>Area of improvement: Strengthening fraud and corruption prevention awareness and control mechanisms throughout the IFRC network.</i>	Action point 1: Federation-wide corruption prevention policy is implemented.	See also 1.1.4. IFRC is currently mapping out which National Societies have a corruption prevention policy. In addition support is provided to those National Societies that want to develop such a policy.	100%	Q4 2015

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4.2 Membership services/Accountability principle 2: Information disclosure				
4.2.1 Dissemination and understanding of Principles and Rules obligations <i>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.</i>	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 finalised and was launched on the IFRC Learning Platform in February 2015. By early April, 118 people have registered for the course. Further promotion of the course to National Societies will be done during the Q2 2015. Other language versions of the e-learning course will be developed if funding is available.	100%	Q4 2014
	Action point 2: Principles and Rules training modules are main steamed within applicable disaster management training.	The e-learning course is included into the preparation stage of the standard disaster management training courses (ERU, FACT, RDRT trainings). It will also be a mandatory course for all IFRC disaster management staff in the future.	100% and ongoing	Q4 2015
4.3 Membership services/Accountability principle 3: Feedback mechanisms				
4.3.1 Beneficiary accountability framework for the membership <i>Area for improvement: Work towards ensuring a harmonized and systematic Federation wide beneficiary complaint mechanism.</i>	Action point 1. A task force of National Society technical experts is created.	This action point is being reconsidered, see also 2.3.1	0%	Q4 2015
	Action point 2. A harmonized fraud and corruption prevention control policy is created.	Linked to 4.1.2.	100%	Q4 2015
4.3.2 Strengthening of membership compliance system <i>Area for improvement: Work towards clarifying National Societies' obligation to comply with agreed rules (mainly article 8 of the Constitution) and better</i>	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.	60%	Q4 2015

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<p><i>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.</i></p>	<p>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.</p>	<p>Being discussed within the framework of the Constitutional Review Process 2014/2015. Criteria/guidance have been developed by the Compliance and Mediation Commission (CMC) for the Secretary General to submit potential breaches of integrity to the CMC. These criteria/guidance are being revised to include all IFRC bodies that have the right to submit allegations of breaches of integrity to CMC. The criteria/guidance have been submitted to the Governing Board in October and were approved. In the Constitutional Review is now also discussing the right of initiative for other committees and commissions and the possibility of giving the CMC its own right of initiative.</p>	100%	Q4 2015
	<p>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.</p>	<p>The CMC Rules of Procedures have been revised in July 2014 and in July 2015 and endorsed by the Governing Board. The Rules of Procedures will be revisited upon finalisation of the Constitutional Review to take into account other changes.</p>	100%	Q4 2015
4.4 Membership services/Accountability principle 4: Learning and improvement				
<p>4.4.1 Monitoring of member National Societies' key performance indicators</p>	<p>Action point 1. Federation-Wide Data and Reporting System is further rolled out.</p>	<p>ongoing.</p>	ongoing	Q4 2015 ongoing

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<i>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.</i>	Action point 2. A dashboard to measure the general organizational strength of member National Societies is created.	The Governing Board approved the concept of “National Societies fulfilling their Statutory obligations” and the Dashboard in October, and will be regularly updated its developments. Development of potential sanctions for the NSs’ non-compliance is in progress.	100%	Q4 2015