



Power of humanity

Council of Delegates of the International Red Cross
and Red Crescent Movement

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Statement on Integrity of the International Red Cross and Red Crescent Movement

PROGRESS REPORT

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follow-Up of the Statement on Integrity of the Movement

EXECUTIVE SUMMARY

The Statutory Meetings of the International Red Cross and Red Crescent Movement (Movement) in 2019 addressed the issue of trust in humanitarian actors and humanitarian action as a major theme. This resulted in a series of outcomes, including the adoption of the Statement on Integrity of the Movement by the 2019 Council of Delegates (CoD), which acknowledged that, for the Movement to continue to enjoy the trust of communities, the public, governments, partners and donors and of affected people and beneficiaries, it needed to demonstrate the highest commitment to integrity and principled and ethical humanitarian action at all times.

This progress report first describes the process set up to follow up on the Statement on Integrity of the 2019 CoD. Secondly, it reports on progress made by the Movement components, both individually and collectively, in fulfilling the commitments outlined in the Statement and illustrates some concrete initiatives undertaken by the Movement components with a view to implementing them.

A key step in the follow-up process has been the establishment in 2021 of a Working Group for the Follow-Up of the Statement. It is composed of senior-level representatives from 15 National Societies and representatives of the International Federation of Red Cross and Red Crescent Societies (IFRC) and the International Committee of the Red Cross (ICRC), together with representatives of the Standing Commission and the IFRC Compliance and Mediation Committee serving in an advisory capacity. The Working Group has since served as a forum for consultation and discussion. Furthermore, based on a mapping of existing policies, systems and processes pertaining to integrity across the Movement, it has considered gaps and areas to address and developed a phased plan outlining key areas for exploration and consideration by the Working Group up to the 2023 Statutory Meetings.

This report shows good progress made by the Movement components, both individually and collectively, in addressing the different areas referred to in the Statement. It also highlights some areas where challenges remain or where progress could be further scaled up in the future and connects the planned work of the Working Group to addressing some of these issues. The progress report follows the structure of the Statement, reporting on the following key themes and commitments:

1. Maintaining and promoting the Fundamental Principles
2. Ensuring that our workplaces are safe for all and that there is respect for and inclusion of diversity and gender balance within our workforce
3. Ensuring compliance with individual behavioural standards and whistle-blower protection
4. Accountability to the communities we work with
5. Accountability to donors and access to institutional and financial records, ensuring privacy and data protection
6. Pooling resources and experience to strengthen integrity
7. Revision of statutory and legal base and related regulatory and policy frameworks
8. Ensuring that partnership conditions reflect a firm commitment to integrity
9. IFRC Compliance and Mediation Committee (CMC), IFRC Office of Internal Audit and Investigations (OIAI) and ICRC Ethics, Risk and Compliance Office (ERCO)

The report concludes with a recommendation for the Working Group to continue to facilitate and support progress in the areas described and prioritized in its plan, including consolidating a library/resource platform for integrity-related policies, guidance and practice across the Movement, facilitating exchange and dialogue on integrity-related topics and exploring the harmonization of risk assessment/due diligence processes for partnerships. In addition, the report welcomes the efforts of each Movement component to further strengthen data collection and monitoring to capture progress and share outcomes at different levels, which will also provide input for the progress report to the CoD and the contribution to the 34th International Conference in 2023.

1) INTRODUCTION

The Statutory Meetings of the Movement in 2019 addressed the issue of trust as a major theme. Across all the meetings (IFRC General Assembly, the CoD and the 33rd International Conference), there was emphasis on the extraordinary stresses on public trust in many traditional institutions resulting from social, political and technological changes around the world.

It was also acknowledged that, in this environment, a key factor in ensuring that the Movement continues to enjoy the trust of communities, the public, governments, partners and donors and of affected people and beneficiaries is its ability to demonstrate the highest commitment to principled and ethical humanitarian action and to the practice of integrity.

At the 2019 IFRC General Assembly, an IFRC Policy on the Protection of Integrity of National Societies and Bodies of the International Federation was adopted. At the CoD, the Movement adopted the Statement on Integrity, the Movement-wide commitments for community engagement and the document Guidance for National Society Statutes 2018 (Guidance document), which places specific emphasis on protecting the ability of National Societies to preserve their integrity and accountability and adhere to the Fundamental Principles. At the International Conference, workshops were held with governments and partners to reflect on different aspects of trust, and resolutions were adopted emphasizing the Movement's commitments to, *inter alia*, ensuring the protection of personal data and achieving gender parity in leadership and decision-making.

The Movement Statement on Integrity was warmly welcomed by the CoD participants. It expresses the seriousness with which the Movement takes the issue of integrity and reiterates that the integrity and ethical behaviour of each component of the Movement, at both an individual and institutional level, is fundamentally important. It describes the Movement's commitments to integrity and outlines different ways in which the Movement and its components address those commitments in their practices and internal rules and procedures.

Since the adoption of the Statement by the 2019 CoD, important steps have been taken by the Movement components individually and collectively to fulfil the commitments it sets out.

2) BACKGROUND

This progress report first describes the **process set up to follow up on the Statement on Integrity** adopted at the 2019 CoD and to consult on and implement improved approaches to integrity across the Movement, as per the final paragraph of the Statement. It then sets out the **progress made by the Movement components in fulfilling the commitments** outlined in the Statement and illustrates some **concrete initiatives undertaken by National Societies, the IFRC and the ICRC individually and collectively** to this end. The report follows the structure of the Statement, reporting on its key themes and commitments.

3) ANALYSIS / PROGRESS

A) THE PROCESS TO FOLLOW-UP ON THE STATEMENT ON INTEGRITY OF THE MOVEMENT

As part of the Statement on Integrity of the Movement, a commitment was made to further consult Movement components. In order to action this commitment, the follow-up process described below was undertaken.

To build a more complete picture of existing integrity-related policies, systems and initiatives across the Movement and to identify gaps, a mapping was carried out with the help of a consultant. The mapping looked at existing systems, rules and initiatives related to integrity within the Movement and to supporting Movement components in strengthening their integrity. The mapping showed different individual initiatives and ongoing work across the Movement and identified some potential areas for further exploration and action.

A Working Group for the Follow-Up of the Statement on Integrity was also established. It is composed of

senior-level representatives from 15 National Societies across the five geographical regions, the IFRC and the ICRC, together with representatives of the Standing Commission and the IFRC CMC serving in an advisory capacity. The Working Group is a forum for discussion and advice and aims to facilitate efforts to follow up on the Statement.

Based on the mapping undertaken, the Working Group identified several key areas to explore and to be further developed and prioritized in the Working Group's plan. The plan is organized in different phases (in the lead-up to the 34th International Conference), with the intention that the earlier phases will inform the later ones. The Working Group plan also lists a series of integrity-related initiatives being developed by components of the Movement individually or collectively. While the Working Group will not be directly involved in these initiatives, it will keep abreast of their progress.

The first phase of the Working Group plan focuses on organizing and promoting integrity "think tank" events and dialogues and exploring the development of a consolidated library/resource platform for integrity-related policies, guidance and practices developed within the Movement. The specific actions taken by the Working Group in these areas are further described under point 6 of section 3 B, which reports on progress in the different areas of the Statement on Integrity.

In addition to advancing the implementation of the plan, the Working Group has also supported the development of this progress report and the planning of the 2022 CoD workshop on strengthening integrity.

B) SUMMARY OF THE PROGRESS MADE BY COMPONENTS OF THE MOVEMENT IN THE DIFFERENT AREAS OF THE STATEMENT

While the previous section describes progress in setting up a process to follow up on the Statement, this section reports on progress made in each area of the main commitments of the Statement by different Movement components. It is not an exhaustive report on all the work carried by each Movement component, but rather summarizes global progress in relation to the Statement's commitments and provides some concrete illustrations at country level of how components of the Movement have been strengthening integrity during the reporting period (December 2019 to March 2022).

1) Maintaining and promoting the Fundamental Principles

Promoting and adhering to the Fundamental Principles is imperative to conducting our humanitarian work effectively and core to gaining and maintaining the acceptance and trust of people and communities.

- To support National Societies in strengthening their auxiliary role and, through this, their adherence to the Fundamental Principles, a new **Guide to Strengthening the Auxiliary Role through Law and Policy** has been developed by the IFRC Disaster Law Programme. The purpose of the guide and the accompanying online training on the auxiliary role and Fundamental Principles is to provide practical guidance to National Societies about how to strengthen their auxiliary role through domestic law, policies, plans and agreements. It also focuses on legal facilities, meaning special legal rights and exemptions that enable National Societies to conduct their operations more efficiently and effectively. Over 1,120 people have already taken or are taking the online training, and in 2019 and 2020 at least 15 National Societies reported having strengthened their auxiliary role through national laws and policy or through specific recognition of their auxiliary role as first responders to the COVID-19 pandemic.
- The ICRC continued its efforts to support National Societies in improving their operational integrity and acceptance and their ability to abide by the requirements of principled humanitarian action. This was actively pursued by promoting the ICRC's **Safer Access Framework** and placing emphasis on the promotion and dissemination of the Fundamental Principles, including through its **international humanitarian law** dissemination activities and different programmes and training on the **practical application of the Fundamental Principles**, particularly in situations of armed conflict and internal strife, intended for the leadership, staff and volunteers of National Societies.

Promoting the Fundamental Principles in an innovative way: the Costa Rican Red Cross experience

In the Costa Rican Red Cross, an initiative is being led by the Directorate of Doctrine and Protection to promote the Fundamental Principles in a theoretical and practical way, targeting internal and external audiences through social media campaigns. Content such as videos, posts, workshops, virtual conferences, posters and display material has been created. Its success in improving compliance has been achieved by linking and integrating this into local work plans and the Youth programme, which motivates local branches to obtain recognition in the form of bronze, silver and gold awards, according to performance.

The main achievements included the training of 84 volunteers between the ages of 14 and 20 through the hybrid Basic Youth Training course. Digital campaigns were also launched on Facebook and Instagram with flyers and accompanied by face-to-face and virtual play-based workshops. The innovative aspect of the activities is that they are promoted by local branches and use a peer-to-peer approach based on a methodology involving play and learning by doing.

2) Ensuring that our workplaces are safe for all and that there is respect for and inclusion of diversity and gender balance within our workforce

There is a strong focus on the Statement's commitment to ensuring that our workplaces are safe, that preventing and protecting against any form of misconduct is an integral dimension of all our work and that there is no tolerance for any form of discrimination, harassment, abuse or exploitation. This has been addressed in different ways and at different levels, from the highest policy level to practical implementation.

- In 2021, a **new IFRC policy on Protection, Gender and Inclusion (PGI)** was developed. It commits the IFRC membership to advancing in three main areas of collective work: institutional capacities, programmes and operations, and advocacy, partnerships and learning. The new policy contains stronger provisions, especially with regard to the linkages between intersectional inclusion, gender equality, organizational culture and prevention of violence, exploitation and abuse. An **Operational Framework for Protection, Gender and Inclusion** has been developed to guide National Societies in the implementation and operationalization of the policy commitments.

Efforts undertaken with a view to the practical implementation of the commitments have included, for example, working with partner National Societies to develop the **operational Manual on Prevention and Response to Sexual Exploitation and Abuse (PSEA)** to support National Societies in implementing PSEA in their programmes and operations, finalizing a revised **IFRC Organizational Assessment Toolkit for Protection, Gender and Inclusion** and piloting it with three National Societies, and developing a **Self-Assessment Framework for Safeguarding** to guide a more focused and specialized review of organizations' safeguarding policies, mechanisms and procedures. Furthermore, a **comprehensive learning pathway for PGI has been established** to provide the necessary training catering to the requirements of all operational personnel under the IFRC coordination umbrella during a crisis or emergency.

Staff and volunteer safety has also been strengthened by introducing **Stay Safe 2.0 security training**, a new mandatory security training course for all IFRC staff members. The course is also available to National Society staff and volunteers. It includes a specific module on personnel and volunteer safety in emergencies as well as new features, such as gender-sensitive content. Volunteer safety has been emphasized in the **revised IFRC network Volunteering Policy** and also enhanced in terms of practical implementation, accelerated, in particular, by the COVID-19 response, through new **volunteer insurance/solidarity mechanisms** developed in at least 27 National Societies with the support of Movement partners.

- At the IFRC Secretariat, a revised **Policy on Child Safeguarding** and a stronger and more

comprehensive **Policy on the Prevention and Response to Workplace Harassment and Discrimination** have been adopted. The latter includes a commitment to maintaining a survivor-centred approach to preventing and responding to harassment and discrimination. They also serve as examples for National Societies as they develop their own policies. To roll-out the policies and provide forums for dialogue and exchanges among staff, **awareness-raising sessions have been held and surveys administered to all staff**. The work of the IFRC Secretariat Ombudsperson has also supported these dialogues and enhanced exchanges on a safe and inclusive workplace culture. The surveys and dialogues have highlighted important areas of future work, such as preventing misconduct and ensuring that staff are comfortable with reporting any misconduct they become aware of.

In terms of **gender representation among staff and governance/leadership**, the latest **Federation-Wide Databank and Reporting System** data shows that while women's representation in National Society governing boards is not in parity with men's representation, the proportion of women grew steadily between 2017 and 2020, rising from 31 per cent to 35 per cent. For National Society **staff and volunteers**, **gender distribution** is closer to parity, with women accounting for 53 per cent of staff and 52 per cent of volunteers. For the IFRC Secretariat, the key trend in gender representation in the last five years has been a narrowing of the gender representation gap at the middle management level. For example, at team manager level, women's representation rose from 26 per cent to 40 per cent and at middle management level from 20 per cent to 35 per cent.

- The ICRC actively pursued its **institutional commitment to diversity and inclusion** within its internal rules, policies and practices. This has resulted in the last few years in an enhanced effort to, *inter alia*, promote gender parity and the recruitment of resident delegation staff in the ICRC's management teams at both HQ and field level (gender parity has now been reached for managerial posts at HQ), review recruitment standards and develop new awareness-raising resources and training for staff on gender and inclusion. This was accompanied by a global process to consult staff on the **values underpinning the ICRC's institutional identity**. Respect for diversity and inclusion have also become a full-fledged dimension of the ICRC's accountability processes, including in senior manager performance assessment.

The figures above focus only on gender as a diversity factor, and further work is required to consider **diversity and inclusion in the workforce with a wider spectrum of diversity factors**. This has also been recognized through a **Movement Statement on [Building an Environment Free from Racism and Discrimination](#)**, issued in July 2020, emphasizing the need to change systems and structures that are discriminatory to people of colour.

The GLOW Red Network, created in 2017, aims to ensure that the Movement stands by its commitments to identify, support and promote women into senior leadership positions. In less than four years, GLOW Red has grown into a global network of over 335 female staff and volunteer leaders in more than 110 National Societies, the IFRC and the ICRC.

3) Ensuring compliance with individual behavioural standards and whistle-blower protection

Efforts to implement this commitment have focused on ensuring compliance with individual behavioural standards, including establishing institutional rules, mechanisms and procedures to prevent and address breaches of integrity and unethical behaviour.

- Behavioural standards (policies) and tools have been strengthened at the IFRC Secretariat (as described above) and serve as examples for National Societies when they develop theirs. In order to better understand what the gaps and capacity support needs of National Societies are, survey data has been collected from the network. Overall, the data showed that there is a positive tendency for National Societies responding to the survey to have a **code of conduct** (84 per cent) and that a majority of them (58 per cent) have updated or adopted one in the last five years. The survey data, however, also indicated that there are still gaps and that increased capacity support is required in various areas, such as in developing PSEA policies, providing a whistle-blowing hotline for integrity breaches, ensuring whistle-blower protection and increasing investigative capacities.

To address these gaps, National Societies have been provided with support in integrity risk management, investigation and compliance, policy development and implementation and the setting up of effective monitoring and reporting systems. For example, with the support of the IFRC, over 30 National Societies have adopted or are in the process of developing a **PSEA policy**, and close to 40 National Societies across the five IFRC regions have adopted or are in the process of drafting a **child safeguarding policy**.

- The IFRC Secretariat also created a new **whistle-blower hotline** and the **Integrity Line** and is currently working with 26 National Societies who are at different stages of putting in place their own Integrity Line. As part of this process, the National Societies also received support on their whistle-blower protection policies and codes of conduct.

The IFRC is growing a **network/roster of National Society investigators, auditors and risk managers** to be deployed to provide short-term support (one to three months) to National Societies when needed. Specialized training has also been made available for sexual exploitation and abuse investigations, which require specific competencies.

- With a strong focus on prevention and adopting a **values- and principles-based** approach (rather than a focus on rules alone), the ICRC ERCO intensified its efforts to foster a culture of integrity across the organization, in which staff members are supported and equipped to make principled, ethical decisions. The ICRC's Code of Conduct is an integral component of this and covers issues such as harassment, abuse of power and sexual exploitation, the duty of discretion, the use of information technology facilities, adherence to the rules that govern the use of the red cross, red crescent and red crystal emblems, the prohibition of using or carrying a weapon or ammunition and engaging in fraud or narcotic drug trafficking and other rules.

As part of these efforts, an Integrity Advisory Group was established to increase staff members' awareness and understanding of their roles and responsibilities in the ICRC's culture of integrity, humanitarian mandate and accountability to conflict-affected people. A network of **Code of Conduct facilitators** was also established in ICRC field delegations and departments to help managers to promote integrity and trust and further mainstream compliance efforts into daily work. Guided by an integrity road map, the facilitators coordinate, track and monitor activities and training aimed at raising awareness about the Code of Conduct.

An Integrity Toolkit with information and reference and training materials on the Code of Conduct and promoting a culture of integrity was developed and made available to staff members. Meanwhile, the **ICRC's Ethics Framework** is continuously being enhanced, most recently with the adoption of the Policy on Child Safeguarding which will be implemented in 2022. Work is also under way on a policy on psychological harassment and a conflict of interest policy.

4) Accountability to the communities we work with

The Misconduct Disclosure Scheme to address the issue of known sexual abusers moving between organizations undetected

This inter-agency scheme was launched in January 2019, with the ICRC, the IFRC and currently two National Societies signed up to it. The Scheme complements other vetting processes, such as police checks, as it picks up people who have had disciplinary proceedings brought against them or who are subject to an ongoing investigation, but who may not have committed crimes or been investigated by the police. The Scheme aims to fulfil two main commitments: 1) to systematically check with previous employers about any sexual exploitation and abuse, and harassment (SEAH) issues relating to potential new hires, 2) to respond systematically to other agencies making such checks.

Between 2019 and 2021, the cumulative data from the participating agencies (currently 125) shows over 29,000 requests for misconduct data, over 24,000 responses to requests and 142 hires rejected based on information provided under the Misconduct Disclosure Scheme.

The Movement components are committed to ensuring strong accountability to the communities we work with, in line with the Movement-wide commitments for community engagement and accountability. At the 2019 CoD, a specific resolution was adopted on these commitments and a progress report will be submitted to the 2022 CoD. That report provides a comprehensive progress update describing how the IFRC and the ICRC, in collaboration with National Societies, have taken forward community engagement and accountability and accountability to affected people. Information on this is not therefore repeated here.

A coordinated Movement approach to community engagement and accountability: the experience of the Democratic Republic of the Congo

An example of a coordinated Movement community engagement initiative is the Ligne Verte established in the Democratic Republic of the Congo. Since the Ebola response, the IFRC and the DRC Red Cross have been operating a hotline to respond to community feedback. In 2020, the ICRC joined the hotline and, since 2021, has also been supporting it financially. Between September 2020 and August 2021, the call centre received more than 200,000 calls. It produces weekly and monthly reports to coordinate responses across sites and sectoral focal points.

5) Accountability to donors and access to institutional and financial records, while ensuring privacy and data protection

As the Movement is committed to ensuring the most appropriate levels of accountability to governments, donors and partners and aspires to be transparent and open and to allow appropriate access to institutional and financial records, while respecting privacy and ensuring data protection, robust financial management and data protection now play a crucial role in building further capacity. Integrity problems, weaknesses in financial management and a limited ability to use financial data for decision-making can lead to a lack of financial planning, decreased trust from donors and other stakeholders, inefficient use of resources, limitations in absorption capacity and the ability to use funds accountably, weak risk management systems and increased financial risk.

- In 2021, a survey was conducted among National Societies to better understand what gaps and capacity support needs there are. Overall data shows an upward trend in National Societies responding to the survey that have arrangements in place for **annual external audits of their financial statements** (89 per cent).
- National Societies also receive support under **finance development initiatives** from the IFRC, other National Societies and the ICRC. Such support encompasses financial accounting policies, processes and procedures, which should help programme and finance staff to understand and manage their financial management responsibilities.
- Building on the results of its recently revised Due Diligence Assessment tools (which cover a number of issues including partners' financial management capacities and internal controls/internal auditing, procurement and distribution tracking, code of conduct, fraud and sexual misconduct, human resources, governance and the Fundamental Principles), the ICRC has increased its support in priority areas agreed with National Societies to **help them strengthen their systems with a view to protecting their integrity and reducing risks**. For instance, in partnership with Movement partners, the ICRC is supporting some National Societies in contexts affected by conflict and internal strife in their efforts to improve their transparency and accountability with the delivery of technical and financial assistance for finance development. A Finance Manual has been made available in specific contexts on financial accounting policies, processes and procedures and financial management responsibilities.

Strengthening finance development to build a reputation as a trusted partner: the experience of the Lebanese Red Cross

The complete overhaul carried out by the Lebanese Red Cross (LRC) to improve its financial management systems was the most important National Society development (NSD) initiative it has implemented in the past decade. This in-depth reform took several years to complete and was expensive and disruptive. However, it allowed the LRC to strengthen its reputation for transparent and accountable financial reporting, and this in turn enabled the organization to raise and effectively manage more than US \$33 million dollars from corporate and individual donors during the COVID-19 pandemic and the Beirut Port explosion response. The following **video** provides an overview of this process: <https://youtu.be/6fK2Dlc7Tv8>.

6) Pooling resources and experience to strengthen integrity

The Movement committed to building on existing structures and pooling resources and experience, as appropriate, to provide effective support, training, education and guidance in strengthening integrity and accountability rules, processes and mechanisms.

- In connection with this commitment, **the IFRC's Capacity Building Fund (CBF), which was reengineered in August 2020**, increased support to address emerging NSD needs in line with the seven transformations set out in the IFRC's Strategy 2030. The new CBF is open to all National Societies, at any time, and is designed to support four specific development priorities, one of which is "Integrity, transparency and accountability". This allows for a results-based and phased approach to NSD and improvements in integrity. Furthermore, the **National Society Investment Alliance (NSIA), a joint IFRC/ICRC pooled funding mechanism**, provides funds to National Societies to support NSD priorities, in particular, the reinforcement of their capacity to manage their financial resources transparently, accountably and according to internationally recognized standards.
- With a view to making better use of knowledge assets and experience and providing a comprehensive picture of the integrity work carried out across the Movement, a **mapping of integrity-related resources and initiatives was conducted**, as outlined above. This mapping captures the key collective overarching documents, policies and mechanisms across the Movement and compiles all training resources available to National Societies. It showed that, within the Movement, there is an effective and comprehensive structure in place, providing a strong foundation for this work which is not only institutional and structural, but also includes the **regulatory and policy frameworks in place** that set out the duties and commitments Movement components must fulfil. The Movement is, in this regard, quite unique in terms of the structures and mechanisms it has in place. The mapping also showed that while the many policies, guidelines and procedures provide a strong foundation, there is a crucial need for these to be better disseminated and utilized within the Movement.

One of the priorities of the Working Group for the Follow-Up of the Statement is precisely to address the challenge of making available, disseminating and utilizing existing policies and tools and sharing examples of good practice across the Movement. A priority action identified by the Working Group is to explore and develop the concept of a **consolidated library/resource platform for integrity-related policies, guidance and practices**. The aim is to bring together existing materials and resources and provide a way to make them more easily accessible across the Movement.

Additionally, the Working Group aims to enhance **exchanges, dialogue and the sharing of good practice on integrity-related topics**. To this end, it plans to organize and promote **sessions on integrity-related themes at National Society- and Movement-level forums and events**. In October 2021, the Working Group organized a session at the global virtual **Planet:Red** Summit, at which the meaning of integrity and integrity requirements for the Movement and the broader humanitarian sector were debated and the importance of principled and ethical humanitarian action for local actors was recalled. The Working Group also plans to deepen the dialogue and facilitate the sharing of experiences during the 2022 CoD workshop.

- With a view to strengthening the collection and sharing of data on integrity-related topics, the IFRC Secretariat is working on the development of a data management approach to support National Societies

and the broader network in their efforts to **compile and utilize data, such as the Federation-Wide Databank and Reporting System, the GO platform** and the digitalization drive. Further complementary approaches are being developed to support National Societies in order to enhance their data management and use for improved analysis and data-driven decision-making and to contribute to strengthening risk management.

Creation of a competency network for National Society finance development

In synergy with the Statement, the IFRC is leading the drive to develop further knowledge and approaches relating to financial management under **the wider financial sustainability framework**. This includes **the setting up of a Finance Development Competency Network**, with the active support of the Norwegian Red Cross and the participation of Movement partners. The Finance Development Competency Framework aims to provide a hub for finance development resources and capacity-building, where members of the community can come together to interact and learn about this topic and collectively enhance knowledge and improve approaches for actual financial management practice on the ground.

7) Revision of statutory and legal base and related regulatory and policy frameworks

A sound and comprehensive legal and statutory/constitutional base is key to ensuring integrity.

- The ICRC and the IFRC continued to work closely together during the reporting period to support National Societies in reviewing and strengthening their legal base and statutory base frameworks in line with the Movement's agreed standards. Through the **Joint ICRC/International Federation Commission for National Society Statutes**, support and advice was provided over the past two years to over 60 National Societies to help them revise their statutes/constitutions and related frameworks and bring them into line with the 2018 Guidance document and its 25 standards (relating *inter alia* to the application of the Fundamental Principles, good governance, transparency and the establishment of effective internal integrity, compliance and dispute resolution mechanisms and processes).

For greater detail on the progress made by National Societies and on the Movement's commitment to supporting National Societies, please see the Joint Statutes Commission's biennial report to the 2022 CoD.

- In order to continue supporting National Societies in their efforts to develop a solid policy base in the area of integrity, an IFRC **toolkit for integrity-related policies** is being consolidated. This toolkit will include general guidance on effective policy processes for National Societies and model policies on key integrity-related areas, drawing on policies developed by other National Societies and the IFRC Secretariat.

Strengthening a National Society's statutory, regulatory and policy base: the Malaysian Red Crescent Society

Following a pledge submitted to the 33rd International Conference, in 2019 the Malaysian Red Crescent set up a Legal and Constitutional Base Working Group consisting of a Governing Board member, a Technical Adviser, the Legal Officer and representatives from the ICRC and IFRC offices in Kuala Lumpur. It was tasked with reviewing the National Society's Constitution and maintaining a dialogue with the Joint Statutes Commission. To ensure a transparent and consultative process at all levels of the National Society, four main consultations were conducted (including an initial scoping workshop with Governing Board members). Following the adoption of the Constitution on 24 April 2021, several integrity frameworks and policies were revised or introduced, including a Code of Conduct and Privacy Commitment, and several IFRC policies were adopted (e.g. on child protection, gender and diversity, and PSEA). Dissemination of the new Constitution and integrity frameworks is under way.

8) Ensuring that partnership conditions reflect a firm commitment to integrity

The mapping mentioned above highlighted the need for increased accountability and transparency in partnerships both within the Movement and with external partners as an area for further exploration.

- Within the Movement, the IFRC Secretariat, the ICRC and partner National Societies each have different data collection and risk assessment or “due diligence” requirements for partnerships, such as the IFRC’s Working with Project Partners (WWPP) and the ICRC’s Due Diligence Assessment (DDA) and Annex which make it a requirement to screen potential partners, including partner National Societies, for compliance before entering into a partnership. While each process can serve to strengthen integrity, the need for further harmonization and enhanced complementarity between partnership approaches and terms and conditions has been highlighted, particularly for National Societies in their own countries. The need for a common harmonized approach to accepting funding from corporate partners has also been acknowledged.

Against this background, the Working Group has identified, as a priority area of work (included in its work plan), the **exploration of ways to harmonize the “due diligence” processes** of various partners. The aim is to simplify and reduce the burden on National Societies undergoing assessments. Detailed work on this topic is scheduled to start after the 2022 CoD.

- The ICRC’s DDA for third party and National Society partners was **revised in 2019, based on the existing DDAs of different Movement partners**. In early 2022, they were integrated into an ICRC centralized digital platform to ensure better accessibility and oversight. Efforts are ongoing at country level to try to streamline the various DDA requirements imposed on National Societies by Movement components.

9) IFRC Compliance and Mediation Committee (CMC), IFRC Office of Internal Audit and Investigations (OIAI) and ICRC Ethics, Risk and Compliance Office (ERCO)

In its concluding sections, the Statement makes specific reference to the bodies entrusted with addressing and helping resolve integrity issues.

- **The IFRC CMC is a constitutional body** established to assist the bodies of the IFRC in taking appropriate steps to resolve any potential breaches of integrity by a National Society or any IFRC body and to help settle any disputes submitted to it. Over the past two years, the CMC focused on two types of activities: **(1) raising awareness on integrity, and (2) handling allegations of breaches of integrity**. For the first, **the CMC Dashboard** was utilized to develop a culture of accountability and transparency within the IFRC network and monitor the organizational health of the organization and its members, so as to form a clear idea of where the Secretariat should focus its support. On a regular basis, the CMC contacts National Societies to inform them about their status of compliance with the eight Dashboard criteria. The CMC is currently handling ten allegations of breaches of integrity. During the reporting period, the CMC successfully closed one breach of integrity case.
- **The IFRC OIAI performs independent and objective assurance and investigation functions** that add value to and enhance the operation of the IFRC and its members. It helps the organization accomplish its objectives by establishing a systematic, disciplined approach to evaluating and improving the effectiveness of governance, risk management and control processes. To ensure the OIAI meets its obligations, the IFRC has adopted the International Standards of the Institute of Internal Auditors for its audit work, and the Code of Professional Standards of the Association of Certified Fraud Examiners (ACFE) and the Core Humanitarian Standard for its fraud and SEAH investigations. These standards set out best practice in internal auditing and investigations globally.

During 2020, the OIAI received 134 complaints, a slight increase of 4 per cent on 2019. The typology of complaints for 2020 remained consistent with previous years, with fraud and corruption cases making up the majority of allegations, followed by HR and sexual abuse and exploitation, and harassment (including sexual harassment). Seven investigations were substantiated in 2020, all of which led to internal action

being taken. In response to its growing caseload, the OIAI has increased its investigation capacity and now has investigators based in each region. The OIAI also publishes a report on its activities annually, as committed to in the Statement.

- The **ICRC Global Compliance Office became the Ethics, Risk and Compliance Office** in September 2020, in line with the ICRC's institutional strategy of moving towards integrated assurance. ERCO continues to contribute to building a coordinated, structured and systematic approach to risk management, internal control, investigations and behavioural ethics for the benefit of the ICRC, its staff and people affected by armed conflicts and other situations of violence. The ICRC's capacity to respond to allegations of misconduct was enhanced considerably over the past two years, with the establishment of two regional investigation offices in Amman (Jordan) and Nairobi (Kenya). They were set up to support delegations in Africa and in the Near and Middle East, with the aim of facilitating a faster response to reports of misconduct in these regions, while maintaining centralized case registration and management. The unit **collaborates with the IFRC OIAI and National Societies, as needed, on allegations of misconduct** reported in the context of activities conducted in partnership with a National Society.

4) IMPLEMENTATION AND MONITORING

The Working Group for the Follow-Up of the Statement on Integrity of the Movement will continue working on the different activities and workstreams set out and prioritized in the Working Group's plan. It will continue its efforts to monitor the progress made by the Movement components to fulfil the commitments outlined in the Statement and report to the next CoD. The Working Group will reflect on how to address this issue and share the progress made by the Movement with the 34th International Conference in 2023.

Conclusion and recommendations

This report shows that despite the global effects of the COVID-19 pandemic, good progress has been made by the Movement components in addressing the different areas of the Statement on Integrity. However, challenges remain, and the report highlights a series of areas where progress could be further scaled up in the future.

The Working Group will continue to facilitate and support progress in some of those areas, as set out in the Working Group's work plan. The progress highlighted in this report encourages the Working Group to continue working in the different areas identified in its plan, such as consolidating the library/resource platform for integrity-related policies, guidance and practice across the Movement, facilitating exchange and dialogue on integrity-related topics and exploring the harmonization of risk assessment/due diligence processes for partnerships.

The efforts of each Movement component to further strengthen data collection, monitoring and dissemination to capture progress and share outcomes at different levels are welcomed and encouraged and will also provide input for the report to the CoD and the contribution to the 34th International Conference in 2023.

Finally, this progress report underlines the importance of Movement components continuing to invest individually and collectively in strengthening integrity and ethical behaviour within the Movement.