

Improvement Analysis CARE International November 2016

Elaboration and more details needed

The Panel would be interested in more details on the following areas as outlined in the feedback letter: the scale of organisation (2.8), compensation for highest governance body and senior managers (4.5), identifying and managing conflicts of interests (4.6), evaluating the Board's performance (4.10), as well as basis for identification and prioritisation of stakeholders (4.15).

Actions taken

Environmental Management (EN16 & EN26)

No updated data was submitted on CARE's greenhouse gas emissions. CARE reports efforts to establish an organisation-wide travel policy and looks for more details in the FY16 report which could hopefully address this commitment. The Panel refers CARE to how Greenpeace uses Cloudapps Sustainability to receive detailed reports on their current and historic greenhouse gas emissions and also to receive a benchmark of their Environmental Performance (see page 30 in [Greenpeace Accountability Report 2014](#)) and to the [good practice](#) of Oxfam and Plan International (see pages 88-94).

CARE's Poverty, Environment and Climate Change Network continued in FY15 to lead efforts to undertake an informed, intentional organisation-wide effort to mitigate environmental impacts of CARE International's activities. CARE also provides two interesting examples about grassroots initiatives on how they support local communities mitigate and respond to climate change in the Niger and Peru. These initiatives are praised but the Panel would be interested in more general details how National Members and Country Offices internally mitigate their environmental impacts.

Actions taken



Anti-corruption practices and corrective actions (SO3 & SO4)

CARE reports that Lead Members have standards, technical assistance, training and guidance for investigating and legal reporting of complaints and allegations of fraud and corruption. The Panel refers CARE to good practice from Plan International's Accountability Report 2014 (page 38) which outlines that the assessment of risks of fraud and corruption draws on an organisation-wide matrix while training of staff on the policies and procedures take place locally which reached at that time 40% of staff in country. The Panel acknowledges efforts by CARE via the task force that brought together CARE International Finance Directors and Operations Heads to put in place a CI-wide policy and procedures in FY17. Is there evidence that relevant current policies are well known and applied? The Panel looks forward to more updates on this critical issue.

CARE does not list any incident of corruption for FY15. The CARE Secretariat continues to track fraud and loss policies from the confederation and maintains its complaints mechanism. Members are contacted immediately and incidents are tracked through to assure due diligence to investigate and report on incidences and allegations of corruption. The Panel encourages CARE to state and publish the number and kinds of incidents of corruption in the reporting period and any action being taken - i.e. how they were addressed. The Panel refers CARE to a recent [blog post](#) by Jeremy Sandbrook on how corruption needs to be seen, not as an overhead, but rather as programme related while giving very useful examples from the sector.

Actions taken