



**REVIEWED AND APPROVED**

**JULY 2016**

## **The Purpose of International Medical Corps' Accountability Framework**

International Medical Corps has a publicly available Accountability Framework (AF) to provide an overview of the work that we do and make a clear declaration of interest regarding the funding we receive, the partners we have, the memberships and associations we are signatories to and the countries in which we work. The framework also outlines the main policies, international standards and guidelines against which we measure our performance and states our commitment to further strengthen relationships with our stakeholders.

The AF summarizes the commitments we make to our stakeholders, in terms of their involvement in our decision making, the information they can expect to receive from us and how they can go about giving us feedback, raise concerns or make a complaint. It also outlines our commitment to learn from experience and strive for continuous improvement in everything we do. By making these commitments, International Medical Corps makes clear what we can be held accountable to throughout our global operations and how we will continue to strive to find ways and means to increase the quality and impact of our programs worldwide<sup>1</sup>.

### **How will the Accountability Framework be used?**

The use of this framework is part of International Medical Corps' approach to quality management. Our internal audit department and other self-assessment measures, including monitoring visits from HQ technical staff and program reports, are utilized to monitor and assess compliance with the commitments made in the framework. International Medical Corps strives to learn from experience and as part of our program monitoring and evaluation practice, we will require evaluators to assess the way in which we are meeting the commitments as stated in the framework. Specifically, this will include assessment against policy, standards and guidelines.

### **Our Mission: From Relief to Self-Reliance**

International Medical Corps is a global, humanitarian, non-profit organization dedicated to saving lives and relieving suffering through health care training and relief and development programs. Established in 1984 by volunteer doctors and nurses, International Medical Corps is a private, voluntary, non-political, non-sectarian organization. Its mission is to improve the quality of life through health interventions and related activities that build local capacity in underserved communities worldwide. By offering training and health care to local populations and

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<sup>1</sup> International Medical Corps strives to meet the commitments outlined in the Accountability Framework. However, in some countries of operation, the safety and security of staff and assets might be compromised in attempting to meet all of the commitments. In such instances, the safety and security of our staff will always take precedence.

medical assistance to people at highest risk, and with the flexibility to respond rapidly to emergency situations, International Medical Corps rehabilitates devastated health care systems and helps bring them back to self-reliance.

International Medical Corps comprises the resources and capabilities of two independent affiliate organizations, International Medical Corps and International Medical Corps United Kingdom. Together, our mission is to save lives and relieve suffering through the provision of health care and training. With headquarters in the United States and the United Kingdom respectively, we collaborate to maximize resources for the delivery of appropriate relief and development activities.

## **Our Approach**

Twenty-five years ago, a simple idea drove International Medical Corps' first relief mission, give local people the tools and knowledge to help themselves and the investment can sustain development beyond an existing crisis. A quarter of a century later, that once-groundbreaking idea of building the capacity of communities to tend to their own health care needs is accepted as a culturally appropriate, economically efficient, and politically stabilizing way to deliver assistance. It remains the signature component of every International Medical Corps program, even in the world's toughest environments.

International Medical Corps focuses on the delivery of community-based primary health care. We emphasize training and education, and prioritize hiring local staff. In fact, 96% of our field-based staff and health professionals are recruited from the local community. This helps to ensure that skills and knowledge are passed on and remain long after our programs have ended. Through the integration of specialties like emergency medicine, women's health, nutrition services, water and sanitation, and mental health into the primary health care setting, we ensure that those we serve receive holistic, comprehensive care.

Within the foundation of primary health care delivery, we have developed the following program priorities:

## **Emergency Response**

Over the past 25 years, International Medical Corps has deployed to more than 50 countries on four continents, earning the reputation as a fast, reliable first responder. Our emergency response teams have the ability to bring emergency health care, nutrition, water and sanitation, and other vital health services to those in urgent need, wherever they are.

Because the period immediately following a natural disaster is critical for saving lives, our goal is to be on the scene and operational within 48 hours from when we decide to deploy. This is true even in the most challenging environments. Whether it's reaching populations cut off from supply routes by

natural disaster or assisting those displaced by armed conflict, International Medical Corps brings life-saving medical care and relief swiftly and effectively wherever it is most-needed.

## **Health Capacity Building**

Our worldwide humanitarian efforts are defined by the intense commitment to give disaster-stricken communities the strength and skills to meet their own primary health care needs. We do this by making education and training an integral part of our programs, whether it is primary health care, HIV/AIDS and infectious disease, nutrition and agriculture, water and sanitation, or livelihoods and microfinance. We also work closely with host government agencies and partner with local non-government organizations to strengthen the health care infrastructure at all levels. Our focus on strengthening capacity not only fosters self-reliance, but it also builds the kind of confidence, pride, and self-esteem essential for political stability and successful development.

## **Women and Children's Health and Well-Being**

International Medical Corps' focus on women and children flows from two simple realities: women and children account for four of every five refugees in the world and their well-being is recognized as the key ingredient to promoting health, building stable, confident, self-reliant communities, and eradicating global poverty.

## **Mental Health**

As one of the very few international relief organizations to make mental health care a priority, and as part of its holistic approach to health, International Medical Corps incorporates mental health and well-being into its programs to address the psychosocial needs of disaster survivors and help those with pre-existing mental disorders. A leader in mental health care in emergency settings, we have implemented mental health programs throughout Asia, Africa, Latin America, and the Middle East, as well as in the United States following Hurricane Katrina.

## **Water, Sanitation and Hygiene**

Without clean water and sanitation, public health cannot be achieved. Nearly 900 million people do not have access to safe water sources and approximately 2.5 billion - 39 percent of the world's population - do not have adequate sanitation services. As a result, 1.8 million people die every year from diarrheal diseases. Ninety-percent of these deaths are children under five years old. International Medical Corps incorporates water and sanitation into our community-based programs so that public health is not only possible, but sustainable. We build

wells, latrines, and large-scale water treatment and waste management systems while also addressing commonly neglected sanitation systems, such as medical waste infrastructure and management. International Medical Corps also prioritizes hygiene promotion and education in all of our water and sanitation work so that communities have the knowledge they need to better protect themselves from the threat of waterborne illness.

## **Nutrition and Food Security**

International Medical Corps runs nutrition and food security programs in some of the world's most food-stressed areas, including Haiti, Afghanistan, Ethiopia, Somalia, Chad, and Sudan. Our nutrition programs have a 90 percent success rate, meaning that almost all the malnourished children who come through our programs recover. In all our programs, we address nutrition at every contact point we have with community members from nutrition education in water and sanitation projects and growth monitoring and nutrition screening in primary health care, to provision of therapeutic nutrition care. We work with all levels of government, civil society, and parents to improve their ability to provide the range of nutrition activities needed to promote healthy growth and prevent malnutrition in children. Our nutrition and food security programs aimed at preventing and treating malnutrition contribute towards meeting the Millennium Development Goals of eradicating hunger and reducing child mortality rates by 2015.

## **Additional Expertise**

In addition to the program priorities outlined above, International Medical Corps has expertise and experience in other specialist fields including:

### **Fragile States**

Fragile states, where half of all child deaths and a third of all maternal deaths occur, are at great risk of falling short of the Millennium Development Goals by 2015 without significant progress. People living in fragile states are more likely to suffer ill health and die prematurely. Since the prospects for even proximately achieving Millennium Development Goals by 2015 are dire without significant progress in fragile states, the value of both International Medical Corps' integrated approach to community well-being and our emphasis on "capacity building" are critical. International Medical Corps has a lead role in addressing health care issues in fragile states as a co-chair of the InterAction Health in Crisis Working Group and our role as the Secretariat for the Health and Fragile States Network.

## **Gender-Based Violence**

International Medical Corps integrates innovative strategies into its core programs to address gender-based violence (GBV), which is defined as actual or threatened physical, sexual, and psychological violence that occurs either within the family or in the broader community. We take a holistic approach to all of our GBV programs so that we not only treat the physical and psychological aftermath of abuse, but also prevent future cases through community education and outreach.

## **HIV/AIDS**

Prevention and control of sexually transmitted infections (STIs) including HIV/AIDS is an integral component of International Medical Corps' community-based reproductive, maternal, and primary health care programs. We work within a broad range of HIV/AIDS program areas from direct service delivery, to the integration of TB and HIV programs and addressing food security with HIV/AIDS infected and affected individuals and households. Our programs provide care and support for people living with HIV/AIDS and impacted communities.

## **Infectious Diseases**

International Medical Corps works to help vulnerable communities worldwide prevent and respond to infectious diseases (including HIV/AIDS, TB, Cholera, Polio and Malaria) that have the potential to cross borders and become acute public health risks. Infectious diseases including neglected tropical diseases - which affect over 1 billion per year - often thrive in the most impoverished and marginalized communities in remote rural areas, urban slums, conflict zones and refugee settlements, where there is poor sanitation and limited access to safe drinking water and health services.

## **Livelihoods & Agriculture**

International Medical Corps' mission is to improve the quality of life through health interventions and related activities that build local capacities. To help communities move from relief to self-reliance and provide access to sustainable, quality health care, International Medical Corps understands the importance of improving livelihoods. We do this by rebuilding, expanding and diversifying assets, including human assets, knowledge and skills through education and training to create an income stream for households that permits them to defray the cost of improved health services.

International Medical Corps' approach to livelihood support in emergencies takes three forms, each with a medical and non-medical

component: 1) cash for work; 2) skills training; and 3) materials or resource support. For our cash for work programs, International Medical Corps often hires local health professionals to fill critical gaps or local men and women as community health workers, who are instrumental in relaying health messages to their communities. During emergencies, International Medical Corps also hires local workers to rehabilitate health clinics, schools or other community centers that have been damaged in the disaster.

## **Logistics**

Since 1984, International Medical Corps' Logistics staff has provided procurement, shipping and supply chain operations in more than 65 countries on four continents, responding to the world's most challenging humanitarian crises. International Medical Corps' Logistics capacity has expanded exponentially since our early days in Afghanistan, when the organization relied on a small group of dedicated volunteers for support. Since then, the Logistics team has grown to include an international network of staff and has responded to large-scale emergencies - including the Indian Ocean tsunami, the earthquake in Haiti, the earthquake and tsunami in Japan, conflict in Libya, and famine in East Africa - while continuing to support International Medical Corps' ongoing relief programs in 28 countries worldwide.

## **Pandemic Preparedness**

As the lead agency for the PREPARE project, a coalition funded by the U.S. Agency for International Development (USAID), International Medical Corps works to strengthen the capacity of the least resourced countries in Africa and Asia for multi-sector disaster management and pandemic preparedness planning. PREPARE aims to promote the integration of pandemic preparedness into wider disaster management and preparedness initiatives.

## **Refugee Populations**

According to the most recent UN report in 2011, there are more than 43.7 million refugees and internally displaced persons (IDPs) worldwide. Often uprooted with little or no warning, these refugees and IDPs are forced to flee danger with little more than the clothes on their backs. Unable to return home, their only alternative is to rebuild their lives in makeshift camps or overcrowded urban areas where food, clean water and medicine are often scarce. Forced to start again in such harsh conditions with few possessions, little money and no job leave refugees susceptible to poverty, disease and malnutrition. In our commitment to serve the most vulnerable, International Medical Corps contributes to the health and well-being of some of the world's largest IDP, refugee, and host populations.

## Operational Principles

International Medical Corps' work is based upon principles which provide the fundamental foundations for humanitarian action. These principles are important for establishing and maintaining access to disaster and conflict affected populations. International Medical Corps staff receives training to understand and apply these principles. In addition, all of our staff is required to commit to a code of conduct that mandates clear standards of professional and personal conduct that must be observed.

**Humanity:** International Medical Corps addresses human suffering wherever it is found. Our humanitarian actions protect life, health and respect for human beings.

**Impartiality:** International Medical Corps' humanitarian actions are based on need alone and prioritize the most urgent cases of distress. We make no distinctions about need on the basis of nationality, race, gender, religious belief, class or political viewpoint.

**Operational Independence:** International Medical Corps' humanitarian actions are entirely autonomous of any political, economic, military or other objectives of its donors or other actors with an interest in the areas where our work is implemented.

## Operational Standards

International Medical Corps recognizes the need to base our work on agreed best practice and has highlighted below the key instruments, standards and codes which guide our approach. Also included are some of the policies, standards and guidelines that we use to shape our work and can be applied, where relevant, across our programs.

**Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief** - this voluntary, self-monitoring code commits us to ten core principles including the humanitarian imperative of impartiality and independence in our humanitarian work.

**The Sphere Project - Humanitarian Charter and Minimum Standards in Disaster Response** - in subscribing to Sphere, we commit ourselves to attain minimum standards in the provision of water supply, sanitation, shelter, nutrition, food aid and health services. Sphere also provides indicators against which we can measure our performance in humanitarian responses.



**People in Aid** - As members of People in Aid, the code of good practice helps guide our work on human resources management systems, procedures and practices and acts as a measure against which we can judge our progress on improving the transparency and accountability of International Medical Corps to its employees, consultants and volunteers.

**Humanitarian Accountability Partnership (HAP) Standard in Humanitarian Accountability and Quality Management 2010** - as a full member of HAP, we are committed to the HAP standard and the HAP Principles of Accountability. We are committed to being accountable to our beneficiaries - for example by enabling them to participate in the design, implementation and evaluation of programs which target them. We are committed to producing an Accountability Framework, Accountability Work Plan and an annual Accountability Progress Report.

**International Federation of Red Cross and Red Crescent Societies (IFRCRCS) Code of Conduct of Good practice for NGOs responding to HIV/AIDS** - this self-monitoring code commits us to ensuring best practice in responding to the needs of those in our target group who are living with HIV/AIDS.

**Statement of Commitment on Eliminating Sexual Exploitation and Abuse by UN and Non-UN Personnel** - as a signatory of this statement, we re-affirm our determination to prevent acts of sexual exploitation and abuse by our personnel in accordance with the UN Secretary-General's Bulletin *Special measures for protection from sexual exploitation and sexual abuse (ST/SGB/2003/13)*.

**National Ministry Of Health Policies and Standards** – We work to specific policies and standards set out within the national health policy and strategy of the countries in which we operate, where these exist, in order to support existing capacity and prevent the creation of parallel systems and approaches that may be difficult to sustain in the longer term.

**World Health Organization Standards** - Where National policies and strategies do not provide a sufficient framework to meet best practice or are absent, International Medical Corps will apply specific WHO policies and standards to its work whilst entering into dialogue with ministries of health to support them to develop appropriate policies, strategies and commitments.

**International Medical Corps Policies** – International Medical Corps will apply and measure itself against specific internal policies that complement its strategic approach and adherence to national and WHO policies, strategies and standards.

## Scope and Funding of Our Work

### Countries of Operation

#### Africa

Burundi, Cameroon, Central African Republic, Chad, Sudan, Democratic Republic of Congo, Egypt, Ethiopia, Kenya, Libya, Sierra Leone, Somalia, South Sudan, Tunisia, Zimbabwe

#### Asia

Afghanistan, Indonesia, Japan, Pakistan

#### Middle East & Caucasus

Iraq, Jordan, Lebanon, Occupied Palestinian Territory, Russian Federation, Syria, Yemen

#### Americas

Chile, Haiti, St. Lucia

### Major Public Donors

- Australian Agency for International Development
- Centers for Disease Control and Prevention
- European Commission's Humanitarian Aid Office

- Government of the Republic of Kenya
- Global Fund to Fight AIDS, Tuberculosis and Malaria
- International Organization of Migration
- Ministry of Public Health, Islamic Republic of Afghanistan
- Swiss Agency for Development and Cooperation
- United Kingdom Department for International Development
- United Nations Children’s Fund
- United Nations Development Fund for Women
- United Nations Development Program
- United Nations High Commissioner for Refugees
- United Nations Office for Drugs and Crime
- United Nations Office for the Coordination of Humanitarian Affairs
- United Nations Population Fund
- United States Agency for International Development (and Office of Foreign Disaster Assistance)
- United States Department of Health and Human Services
- United States Department of State
- United States Department of State’s Bureau of Population, Refugees and Migration
- World Food Program
- World Health Organization

### **Private Donors**

International Medical Corps provides a full list of private donors, with their approval, in its annual reports which are available on our websites.

## Our Affiliations

International Medical Corps (represented by International Medical Corps or International Medical Corps United Kingdom, whichever affiliate is most appropriate) is a member of the following;

### Alliances, Networks and Associations:

**InterAction** - InterAction is the largest alliance of U.S.-based international nongovernmental organizations, with more than 190 members working in every developing country. Members are faith-based and secular, large and small, with a focus on the world's most poor and vulnerable populations. Using its collective voice, InterAction seeks to shape important policy decisions on relief and long term development issues, including foreign assistance, the environment, women, health, education and agriculture. Alliance members adhere to standards drawn up by InterAction, which aim to ensure accountability and transparency in financial management, fundraising, governance and program performance.

**Bond** - Bond is the UK membership body for NGOs working in international development, facilitating action by its members to influence the policies and practice of governments and institutions at UK, European and international levels. . Our responsibilities include: senior management to attend the annual AGM, and for staff members to attend *ad hoc* policy, campaign and fundraising meetings.

**Inside NGO** – is a US membership organization for international relief and development NGOs dedicated to strengthening operational teams and fostering leadership in the international non-profit sector. The vision of InsideNGO is to be an international NGO community where operational excellence and professional expertise come together to help change the world.

**International Council of Voluntary Agencies (ICVA)** - is a global network of NGOs that advocates for effective humanitarian action. ICVA plays an active role in UN-led humanitarian reform discussions and has access to key humanitarian fora such as the Inter-Agency Standing Committee (IASC).

**Voluntary Organizations in Cooperation in Emergencies (VOICE)** - VOICE is a network representing European NGOs active in humanitarian aid worldwide. VOICE seeks to involve its members in information, training, advocacy and lobbying, and is the main NGO interlocutor with the European Union on emergency aid, relief, rehabilitation and disaster preparedness.

**Humanitarian Health Caucus of the Global Health Council** - International Medical Corps is the co-founder and co-chair of the world's largest membership alliance dedicated to improving health throughout the world, International Medical Corps works to highlight the specific health issues, challenges and concerns that surface in emergency and humanitarian settings.

**Health and Fragile States Network** - The Network is aimed at health professionals and others interested in health issues and health system strengthening in fragile states. The aim is to stimulate the policy and research agenda around how to best organize and finance health services in these environments.

## Commitments to Stakeholders

### Regulatory Organizations - Statutory Regulations and Registrations

**Overall** International Medical Corps commits to ensuring that it complies with all statutory regulations in countries of operation, unless the Red Cross Code of Conduct for Humanitarian Action is applicable.

**Transparency** International Medical Corps commits to provide statutory bodies with the required level of information to comply with their requirements, and to publicly providing audited accounts and statutory information on our websites.

(In a very few countries of operation, International Medical Corps is unable to meet this commitment fully, as certain types of information requested by statutory bodies cannot be provided as part of the grant conditions applied by our donors, but this is only in rare and exceptional circumstances).

**Participation** International Medical Corps commits to work with external bodies to engage with statutory bodies regarding development of relevant legislation.

**Feedback** International Medical Corps has a fair, equitable and accessible complaints and response system to enable statutory bodies to hold us to account and other stakeholders to raise issues of non compliance or issues of concern.

**Staff Competency** International Medical Corps commits to ensuring that relevant staff is recruited with adequate skills to deal with statutory bodies and receive training while in post.

**Learning and Continual Improvement** International Medical Corps commits to ensuring that the organization is externally audited to ensure compliance with statutory bodies and legislations and having an internal audit function that manages risk of non compliance.

## Statutory Donors

**Overall** International Medical Corps commits to using its expertise and resources to deliver program activities in line with agreed donor requirements and donor accountability mechanisms.

**Transparency** International Medical Corps will ensure that it provides donors with relevant and accurate information on the organization, its programming portfolio and the progress of its projects in line with specific donor requirements. We will publicly display at project sites, country offices and internationally through its website the donors that fund our work (where the security for ourselves and community permit and in line with donor specifications) and inform donors of our commitment to beneficiary accountability and relevant components of the accountability commitments are included in donor agreements.

**Participation** International Medical Corps will liaise with the donor, if needed, when there are significant changes to the agreed objectives and where contextual shifts require major changes in approach. We will facilitate monitoring visits from statutory donors through the project cycle. We will work with external bodies to engage with donors regarding development of relevant policies.

**Feedback** International Medical Corps has a fair, equitable and accessible complaints and response system to enable donors to hold us to account and for other stakeholders to raise issues of concern or non-compliance.

**Staff Competency** International Medical Corps commits to ensure that relevant staff is recruited with adequate skills to meet donor requirements and receive necessary donor specific training while in post.

**Learning and Continual Improvement** International Medical Corps will use varied methods of evaluation to inform donors of the progress and results of projects, and what has been achieved with their support.

## Donors - Trusts, Foundations, Organizations and Individuals that apply conditions to grants and donations

**Overall** International Medical Corps commits to using its expertise and resources to deliver program activities in line with the requirements and accountability mechanisms of trusts, foundations and individuals that apply conditions to their grants.

**Transparency** International Medical Corps will ensure that it provides donors with relevant and accurate information on the organization, its programming portfolio and the progress of its projects. Will publicly display at project sites, country offices and internationally through its website the donors that fund our work (where the security for ourselves and community permit and in line with donor specifications) inform donors of International Medical Corps' commitment to beneficiary accountability and relevant components of the accountability commitments are included in grant contracts.

**Participation** International Medical Corps will liaise with the donor, if needed, when there are significant changes to the agreed objectives and where contextual shifts require changes in approach.

**Feedback** International Medical Corps has a fair, equitable and accessible complaints and response system to enable donors to hold us to account and to raise issues of concern or non-compliance.

**Staff Competency** International Medical Corps commits to ensure that relevant staff is recruited with adequate skills to meet donor requirements and receive donor specific training while in post.

**Learning and Continual Improvement** International Medical Corps will use varied methods of evaluation to inform donors of the progress and results of projects, and what has been achieved with their support.

### **Donors - Trusts, Foundations, Organizations and Individuals that do not apply conditions to grants and donations**

**Overall** International Medical Corps commits to using donations as effectively and efficiently as possible.

**Transparency** Through information in the public domain International Medical Corps will keep the public informed on our activities and appeals in line with our beliefs and values and will provide an annual report and audited accounts outlining the programs we have implemented and the income we have received during the reporting period. We will hold information on donors in accordance with the applicable legislation on data protection in the United States and United Kingdom as relevant and appropriate.

**Participation** Not Applicable

**Feedback** International Medical Corps has a fair, equitable and accessible complaints and response system to enable donors to hold us to account and to raise issues of concern or non-compliance.

**Staff Competency** International Medical Corps commits to ensure that appropriate staff is recruited with adequate skills and knowledge to meet donor requirements and receive donor specific training while in post.

**Learning and Continual Improvement** International Medical Corps will use internal review and approval process, which is audited by both internal audit and independent accountants to assure that funds are used for the purpose donated.

## Beneficiaries

**Overall** International Medical Corps commits to using its expertise and resources in delivering programs that are requested and required by communities in need and empowering communities and other beneficiaries to hold us to account.

**Transparency** International Medical Corps will make publicly available to beneficiaries:

- accountability framework
- code of conduct
- details on project overall goals and objectives, timeframe and criteria for inclusion
- progress reports
- feedback, complaints and response mechanisms

**Participation** International Medical Corps will enable intended beneficiaries and their representatives to participate, where the situation allows, in project design, implementation, monitoring and evaluation and ensure that during initial consultations, the wider communities views are considered in our planning.

**Feedback** International Medical Corps has a fair, equitable and accessible complaints and response system to enable beneficiaries to hold us to account. Feedback can be given anonymously.

**Staff Competency** Staff is briefed on the accountability dimensions to beneficiaries and their role in delivering an accountable service to beneficiaries. Details of the role of the Accountability Framework are provided to all staff.

**Learning and Continual Improvement** International Medical Corps' evaluations will ensure that findings and recommendations include the area of how to improve performance with respect to accountability to beneficiaries.

## Employees

**Overall** International Medical Corps commits to provide staff with appropriate working environment and resources (depending on context), remuneration and personal development to achieve our organizational objectives.

**Transparency** International Medical Corps commits to having:

- an open recruitment & selection procedure



- discussion and consultation with relevant staff on key decision making processes and for senior management to clearly communicate key decisions made to the workforce

**Participation** International Medical Corps commits to ensuring that:

- employees are consulted and involved in decision making processes appropriate to their role and responsibilities
- employees are involved in the development of our beliefs and values
- we will empower staff through working groups and forums

**Feedback** International Medical Corps has a fair, equitable and accessible complaints and response system to enable employees to hold us to account without fear of recrimination. Feedback can be given anonymously.

**Staff Competency** International Medical Corps commits to providing relevant support to professional development where available funding permits.

**Learning and Continual Improvement** International Medical Corps commits to ensuring that staff are able to have regular and appropriate participatory performance appraisals and feedback.

## Partners

**Overall** International Medical Corps will have transparent arrangements that clarify responsibilities and liabilities between partners.

**Transparency** International Medical Corps will commit to provide partners with the required level of information to comply with agreed requirements and ensure that the following material is systematically introduced when first engaging with Partners:

- International Medical Corps' organizational vision and mission
- accountability framework
- scope of relevant projects and programs
- scope and relevance of complaints and response mechanisms

**Participation** International Medical Corps includes relevant partner staff, where possible, in initial project design including within the scope of assessments, project development and implementation planning and included in the design of evaluation activities.

**Feedback** International Medical Corps has a fair, equitable and accessible complaints and response system to enable partners to hold us to account. Feedback can be given anonymously.

**Staff Competency** Staff is briefed and training provided when necessary on the:

- accountability dimensions relevant to partners
- the role of International Medical Corps and the partner in delivering an accountable service to intended beneficiaries and communities
- partner staff is informed of International Medical Corps' commitment to beneficiary accountability and relevant components of the accountability commitments

**Learning and Continual Improvement**

- International Medical Corps' evaluations include the perspectives of partners as well as assess the extent to which partnership has shaped project design to meet organizational aims
- International Medical Corps will use external and internal audit, to provide accountability to partners

## Volunteers and Interns

**Overall** International Medical Corps commits to provide volunteers and interns with appropriate working environments and resources (depending on context), to achieve our organizational objectives.

**Transparency** International Medical Corps commits to:

- an open recruitment & selection procedure
- consultation and involvement in decision making processes appropriate to the individual's role and responsibilities
- Providing information and tools necessary to complete agreed tasks

**Participation** International Medical Corps commits to discussion and consultation, where appropriate, with volunteers and interns on decision making processes

**Feedback** International Medical Corps has a fair, equitable and accessible complaints and response system to enable volunteers, and interns to hold us to account without fear of recrimination. Feedback can be given anonymously.

**Staff Competency** International Medical Corps recognizes that volunteers and interns require relevant support and training in order to perform their duties and commit to providing this within available resources.

**Learning and Continual Improvement** International Medical Corps commits to ensuring that volunteers and interns have regular feedback from line managers to guide and improve their performance.

## Providers of Services

**Overall** International Medical Corps commits to provide consultants and contractors with adequate working environment and tools (depending on context) and remuneration.

**Transparency** International Medical Corps commits to having:

- an open selection procedure whenever possible and appropriate to do so (depending on context)
- clear communication of organizational decisions made
- information and tools necessary to complete agreed tasks

**Participation** International Medical Corps commits to ensuring that the advice of service providers is considered before organizational decisions are taken.

**Feedback** International Medical Corps has a fair, equitable and accessible complaints and response system to enable suppliers of services to hold us to account without fear of recrimination. Feedback can be given anonymously.

**Staff Competency** Not Applicable

**Learning and Continual Improvement** Services and the outputs of consultants, agencies and suppliers are assessed for quality before finalizing contracts.