# ACCOUNTABILITY REPORT
# 1 JULY 2016 – 30 JUNE 2018

Accountability is at the heart of Plan International's global strategy, 100 Million Reasons. We know we're an organisation that survives on trust. We cannot achieve any part of our mission without accountability to our donors, staff and the children and girls we serve. We are transforming as an organisation to become more transparent and more accountable in the way we work, the decisions we make, and the impact we have.

### Safety first

To fulfil our purpose of advancing children's rights and equality for girls, we need to ensure we are using our power with and for girls. One year on from the safeguarding crisis, which brought the INGO sector under intense scrutiny, we are learning lessons about our power and privilege, both as individuals and an organisation. We've reflected on how we use our power in our interactions with children, communities, partners and with each other. We are improving our culture by rooting out and dismantling power imbalances wherever they reside within the organisation.

In a landscape where donors, partners, the media and society at large are demanding greater transparency from INGOs, it is vital that we continue to challenge ourselves to be open and accountable about any abuses of power within our organisation. That's why every year each entity in Plan International is assessed against our Global Policy on Safeguarding Children and Young People and required to provide evidence of compliance and implementation. This scrutiny helps hold ourselves accountable for proactively keeping children and young people safe from harm.

We have made improvements in our approach to both safeguarding and the abuse of power, but we are in no doubt there is still room for further improvement. We must keep the conversation about safeguarding and power alive and create a culture where staff are able to recognise and challenge abuse of power in all its forms. This will be the focus of our Global Leadership Conference in June 2019.

### Opening doors to girls through better data

To enable us to properly hold ourselves to account on our strategic goals, we are modernising our data and analytics by developing a global monitoring and evaluation (M&E) system and replacing our current Enterprise Resource Planning (ERP) system. To date, M&E has been an organisational challenge as we have lacked a globally coherent and consistent approach, system or framework. Our new M&E system will build on current good practices so that all parts of Plan International can generate the necessary evidence of our progress, performance and impact. A focus on gender is of course paramount. From FY19 onwards, we will introduce a set of gender indicators to help better measure our contribution to gender transformation in greater depth at both a project and global level – in line with our strategic commitment to deliver excellent and accountable gender transformative programming.

Replacing our ERP system will make our business processes more efficient and sustainable. An external independent review determined that, despite making a number of enhancements over the two years, SAP does not meet our current or future needs in relation to finance, logistics and procurement, programmes, and grants. Our new approach to ERP will work alongside our M&E system to make us a more data-driven and transparent organisation. By updating our core systems and processes, we are making it easier for all our entities, and the whole organisation, to measure progress towards our strategic goals and report on our reach and impact.

### Improving our footprint

In the external world, the recent 'Youth Strike for Climate' movement shows us how much concern there is for the future of our environment among the young generation; children see this as a top priority and are calling on organisations and governments to take action. We hear them. As a global organisation working in the development space, it is vital that we get better at holding ourselves accountable for our environmental impact and take measures to reduce our carbon footprint. At Plan International, this stands out as an area for improvement and we are looking at ways to minimise our impact on the planet in relation to travel and fleet management, for example. We are also working with our Member Organisations to hold ourselves accountable to this, just as the children, especially girls, enduring the effects of climate change and the young activists demanding change will hold us to account.

**Steps in the right direction**

Accountability has to remain at the heart of our work as we strive to help 100 million girls learn, lead, decide and thrive. In the past year, we have made positive steps to become more transparent and legitimate and we must continue in this direction. We're reflecting deeply on our safeguarding approach and how we exercise power; we're modernising our systems and processes to enable us to be more data-driven and transparent; and we're committing to finding ways to reduce our environmental impact. Together, we're creating a culture in which we all hold ourselves accountable for the decisions we make and the impact we have on each other, the organisation, the wider world and, most importantly, the children and girls we exist to support and empower.

**AB Albrectsen, CEO Plan International**

## CLUSTER A: IMPACT ACHIEVED

**A.      The impact we achieve**

**1.      What are your mission statement and your theory of change? Please provide a brief overview.**

*Purpose*

Our Purpose, which is what we call our mission statement, is shared by both Plan International, Inc. and its member National Organisations and was changed in June 2016 to the following:

***We strive for a just world that advances children's rights and equality for girls, and we motivate our people and partners to:***

- *empower children, young people and communities to make vital changes that tackle the root causes of discrimination against girls, exclusion and vulnerability*
- *drive change in practice and policy at local, national and global levels through our reach, experience and knowledge of the realities children face*
- *work with children and communities to prepare for and respond to crises, and to overcome adversity*
- *support the safe and successful progression of children from birth to adulthood*

In the reporting period, we amended our constitutional documents globally to align with this purpose.

*Global Theory of Change*

Our Global Theory of Change is depicted in the following diagram:
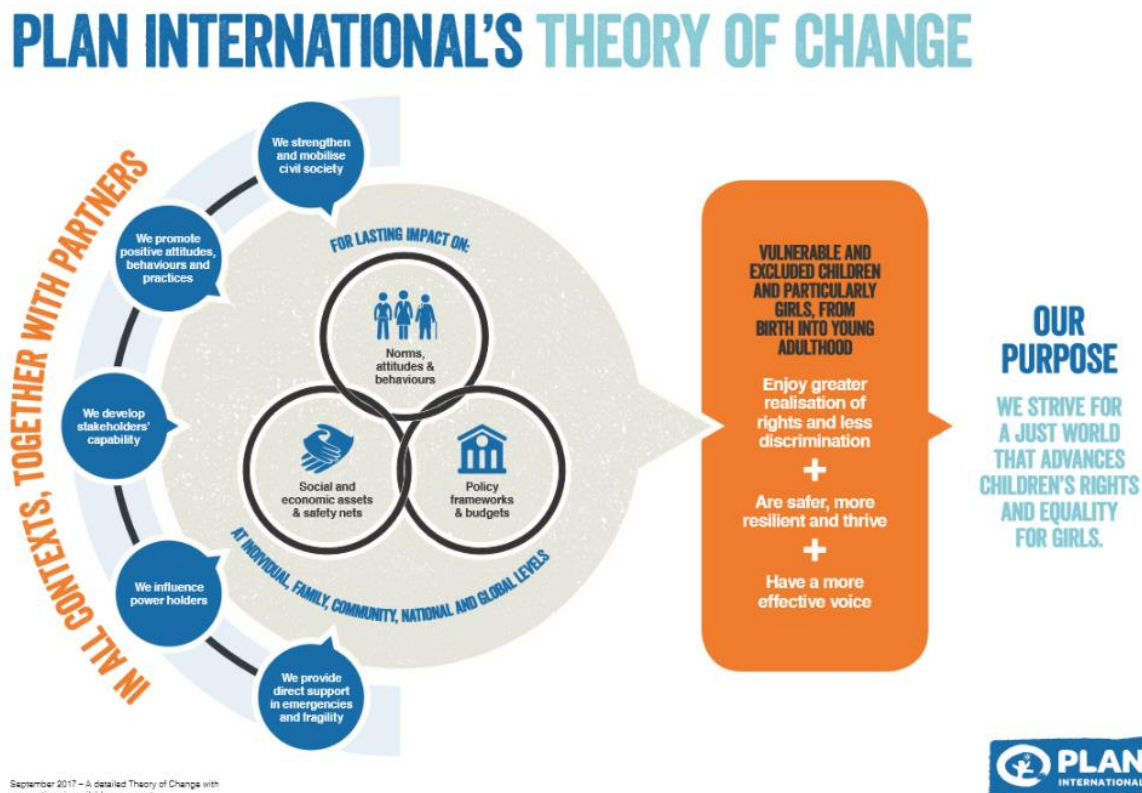


This Global Theory of Change guides all our work and serves as a high level compass when designing programmes, projects, local strategies or global influencing initiatives.

In the reporting period, we adopted a common global approach to our programme and influence work, which elaborates on the different components of our theory of change and sets out high level aspirations for the way we work. The Global Theory of Change and programme and influence approach were used to set strategic direction on our new six 'Areas of Global Distinction', which are:

- inclusive quality education;
- building skills and opportunities for youth economic empowerment and entrepreneurship;
- girls, boys, youth as active drivers of change;
- sexual and reproductive health and rights;
- protection from violence;  and
- early childhood development.

These focus areas are where we believe we can add value within the global development community and locally in the countries where we work. Each focus area has its own theory of change, building on our Global Theory of Change.

Also, very importantly, we have an agreed set of values and behaviours, which were approved by our Members' Assembly in June and November 2017.  Our four values are:

- We strive for lasting impact
- We are open and accountable
- We work well together
- We are inclusive and empowering

Our full values and behaviours framework is set out in **Annex 1**.


**2. What are your key strategic indicators for success and how do you involve your stakeholders in developing them?**

Our strategic indicators for success are contained in our Strategic Dashboard, which is derived from our Global Strategy 2017-2022, *100 Million Reasons*, which was launched on 1 July 2017, and contains financial and non-financial measures for areas where we are seeking to make change, alongside operational controls. It does not address specific outcomes for girls, which will be measured through our results frameworks and indicators for each of our six Areas of Global Distinctiveness.

Our Strategic Dashboard is structured in four quadrants:

*100 Million Girls Learn, Lead, Decide & Thrive*

This focusses on our progress towards reaching our target of making significant positive changes to the lives of 100 million vulnerable and excluded girls, becoming gender transformative, being a leader in the global girls' movement, and being a good partner

*Continuing Delivery through Transformation*

This focusses on how we are continuing to deliver on our grant and sponsorship commitments during a period of extensive organisational change.


*Organisational Health*

This focusses on our staff engagement, from our global staff survey

*Finance*

This focusses on the type, amount, and responsible use of our various funding streams.

These quadrants and the measures within them are based on the priorities defined in the Global Strategy.

Our Global Youth Advisory Panel had a key role in the development of our Global Strategy, including input to and review of all strategy documents. Other stakeholder engagement involved over 2,000 people, including staff worldwide and 100 young people, participating in a survey and 550 participating in an in-depth online conversation. We also drew on existing data sources, including our annual partner survey.

**3. What progress has been achieved and difficulties encountered against these indicators over the reporting period?**

'100 Million Girls Learn, Lead, Decide and Thrive, shows positive progress in all areas - our target of making significant positive changes to the lives of 100 million vulnerable and excluded girls, becoming gender transformative, being a leader in the global girls' movement, and being a good partner. Our technical capacity has been recognised as a limiting factor to continuing substantive progress. This is being addressed with global efforts to make better use and upskill our technical workforce. We also recognise that we need to improve the robustness of reporting, where in many cases we have been piloting new methodologies for the first time.

'Continuing Delivery Though Transformation' focuses on operational control measures to monitor whether there is significant negative impact resulting from a period of extensive change. This quadrant shows indicators broadly in line with previous years, and with no evidence of such a negative impact. We did see a reduction in overall programme and influencing expenditure, driven by a combination of reduction in income, exchange rate variance, and increased expenditure on core operation costs in County Offices. We are addressing this later factor, as a goal of the strategy is to increase the proportion of our expenditure that is on programme and influencing work.

'Organisational Health' shows a small increase in our, already high, employee engagement index, with 86% of staff responding that they would wholeheartedly recommend working for plan

'Finance' shows that there was a decrease in overall income and a slightly increased percentage of unrestricted income, but only small changes in the other measures. Total worldwide income decreased by 2.6%, driven by a small decrease in sponsorship income, a more significant decrease in Gifts in Kind, and an increase in other income from individuals – regular gifts, single gifts and legacies/bequests. There was a 0.5% increase in percentage spend on Fundraising and Administration by National Organisations.

**4. Have there been significant events or changes in your organisation over the reporting period of relevance to governance and accountability?**

In the course of the reporting period, in relation to our Global Strategy, we have developed the Strategic Dashboard referred to above.

Over the past two years we have also made substantial progress in developing and re-defining our Global Policies that apply to both PII and our Members. The goal is to substantially reduce the number from 23 down to 10 policies. To date, we have eight approved, addressing some of the biggest risks to the organisation, in the areas of Purpose and Identity (including brand); Values, Conduct and Whistleblowing; Gender Equality and Inclusion; Programme and Influence Quality; Safety and Security; Safeguarding Children and Young People; Anti-Fraud, Anti-Bribery and Corruption and Risk Management. While PII's compliance with its policies and procedures have been monitored through our Global Assurance department audits, a monitoring programme to provide assurance on the implementation of these global policies by our National Organisations will be launched in FY19.

During the first year of implementing our new Global Strategy, we have made substantial efforts to become a more networked organisation. This involved for example the establishment of global networks for each of our Areas of Global Distinctiveness. These are coordinated under shared stewardship by regional and country offices, National Organisations, and our international headquarters (now known as our "Global Hub"). This change aims at enabling better networking, more effective sharing of resources, and of allowing greater specialisation of various offices and entities in particular technical areas to help improve the quality of our work and thus outcomes for children. Throughout this process,

the question of how to ensure accountability within such a networked way of working was high on the organisational agenda. Internal organisational agreements to formalize stewardship arrangements, effective matrix management for network leadership and a solid approach to monitor network performance and delivery against strategy were the most important solutions to the question. At the time of writing, the network performance monitoring approach is under finalisation.

Our Members' Assembly, through a working group that includes our Nominating and Governance Committee plus other members to increase representativeness, continues to discuss possible governance reform with the goal of increased legitimacy and effectiveness. An update on this work will be provided for our next Accountability Report.

On an executive level, we have made efforts to better define the role of our Operational Management Team (which reports to the Leadership Team). We are starting to experiment with different ways to involve management of our National Organisations in global decision-making. Currently the role of the Global Management Committee, which involves our Leadership Team and National Organisation leadership, has been put on hold and we have started holding semi-annual face-to-face combined meetings of the entire Leadership Team of PII and the leaders of National Organisations.

## B.  Positive results are sustained

### 1.  What have you done to ensure sustainability of your work beyond the project cycle, as per commitment 4? Is there evidence of success?

In November 2017, we developed a Global Policy on Programme and Influence Quality to establish a clear vision, direction, common language and consistent message for implementation of our programme and influence work. It communicates our commitment to attain the highest standards of quality in our work at all levels. Implementation of the Global Policy and applicable supporting procedures, including the Project Cycle Procedure, are aimed at attaining quality programming and influencing that achieves outcomes and contributes to long-term sustainable change.

This Global Policy defines the applicable requirements to developing strategies for programmes, project and influence work, ensuring alignment with our purpose, and drawing on our presence at community, national and global levels. Some of the applicable requirements are relevant to ensuring long-term sustainability by working to:

- Continuously improve the performance and quality of our programme and influence work through the identification, sharing and application of learning gathered through monitoring, evaluation and research. This will provide an evidence base to inform decisions, be adaptive, and ensure open and transparent engagement with, inclusion of and accountability to the people we work with. The contexts in which we work are in constant change, politically, and as such are also subject to crises and fragility. Our programme and influence work needs to change with them, in order to stay relevant and achieve as much as possible for children and young people.
- In everything from our child centred community development work to global influencing, ensure participatory engagement that is open and transparent with children, young people, local communities, sponsors, sponsored children, civil society organisations, and other partners, ensuring accountability and ownership at all levels. This should promote the agency of the individual as central to achieving children's rights and equality for girls.
- Engage with and support partners to deliver outcomes for children, particularly girls, and increase our reach and influence at all levels; working towards sustainable change. This can include strengthening and building partnerships, and developing strategic alliances and relationships with a range of individuals and organisations from local to national to global. In working with partners, we must carefully, and constantly, appraise each relationship so that the opportunities and risks of working together can be understood, allowing informed decisions with risks managed through appropriate controls. A key consideration here is whether we can confidently defend our partnering decisions to supporters, donors, beneficiaries, the media and the public as being compatible with our Purpose and Values. Our Building Better Partnerships approach includes considering sustainability of the outcomes of partnership after the partnership has ended.

- Through quality programming and influencing and using an evidence-based approach, capture outcomes to influence decision makers and power holders at the local, national, regional and global levels.
- Design and implement adaptive and innovative programmes and influence projects based on the inputs of children and young people, particularly girls, and communities in order to ensure that our work is useful, relevant and respectful.

We are conscious that these policy changes might not automatically translate into practical improvements to our ways of working and mobilisation and can often been undermined by funding dynamics. How to ensure financial sustainability of our programme work beyond the project level, is therefore a critical priority of an organizational process to improve our funding model carried out in FY19.

**2.    What lessons have been learned in this period? How have the lessons been transparently shared among internal and external stakeholders? How do you plan to use these lessons to improve your work in the future?**

We capture below key learnings from the past financial year, collated by our global technical networks to inform this years' global Annual Report. The role of our global networks is to share these lessons internally and help to ensure improvements to our working, taking learnings into account. They are also connected with external sector networks which are used as a platform to share learning:

**Inclusive, Quality Education**

Trends in our education programmes reflect the need for a growing emphasis on improving the quality of teaching, and providing training and support for teachers to use gender-sensitive and learner-centred pedagogy and trying to support schools to be inclusive for all learners. Many programmes, across all regions are piloting innovative projects, trying to find the most effective ways of addressing the needs (and rights) of most vulnerable children. There is the need to review different approaches used and the enabling conditions that led to their success to strengthen coherence in our approaches and support scaling up.

Promoting disaster risk response, resilience, and climate change adaptation are featuring more prominently than before in our country programmes, as well as the ongoing focus on how to reduce the level of violence in and around schools. More work needs to be done to understand and address school safety and security in a more holistic way, integrating violence prevention with other aspects of school safety.

**Skills and Opportunities for youth employment and entrepreneurship**

We have also begun to move from piloting innovations into developing "proof of concepts" for Digital Development and Innovation tools, which support the economic empowerment of young women and men. This includes: (1) *Sheboard*, a keyboard mobile application for android users that uses predictive texts to boost the self-confidence of girls and change how to talk about girls; (2) *YES!DIGITAL Ecosystem*, a suite of professional tools designed to improve the quality and relevance of youth employment programs, which recently started developing an artificial intelligence 'bot' to help young people prepare for work, i.e., TESSA; and (3) *Free to be*, an online map that people can use to drop a pin and explain their experience in a certain place.

Our youth economic empowerment programmes across countries face similar challenges, particularly in reaching out to young people, especially girls and young women, in remote areas, and providing interventions to address economic migration. As we strengthen young people's agency, beneficiaries have been known to desire to pursue opportunities elsewhere, usually in cities and areas outside of their communities. Some country offices have begun interventions to address this phenomenon, such as in Vietnam, where we have created support networks and started influencing migration policies. This is a growing area of work that we are increasingly aware of and striving to address.

**Girls, boys, youth as active drivers of change**

Global trends with crackdowns on civil society and socially conservative forces claiming civil society space and are becoming increasingly bolder make our organisational ambitions for this area an even greater challenge. This involves particularly our effort to support to feminist groups and those working on sexual and reproductive health and rights, as there is a renaissance of pressure groups against such rights, and protest movements against LGBTI rights, particularly in the Latin American region. In addition, traditional structures of NGOs are neither attractive nor particularly compatible with the way young people organise and mobilise and that we need to adjust in order to be able to partner with young peoples' organisations. How to address this issue is at the heart of a critical investment area for this thematic area, aiming to strengthening young people's associations and initiatives to influence change. It involves, in regions such as Latin America, active learning from others by intensifying connections with more progressive and feminist civil society organisations like FRIDA, JASS and Mama Cash with the aim of learning from their good practices in supporting young feminist organisations and forming strategic alliances for gender equality.

Our work involving young people in influencing initiatives has revealed the need to build these efforts on a solid process of building capacity on gender equality and influencing as ill-informed efforts of young people to advocate for change might have negative consequences for the advancement of equality (for example when advocating against girls wearing short skirts to prevent rape). We are making important investments in using and developing gender transformative methodologies such as "Champions of Change" (training programme for young people) to ensure young people enter influencing efforts fully informed. We have observed clear differences in impact of working with youth groups who have received comprehensive training on gender equality and strategic influencing and who are part of a long-term initiative. The experience is more meaningful for the young person and there is a mutually beneficial effect on their influencing and on us as an organisation.

**Sexual and Reproductive Health and Rights**

In 2017, we adopted a [progressive policy position paper on sexual and reproductive health and rights](#) (SRHR) to take a firm, rights based stance on in our work – a priority for us and our ambitions to focus our work on the rights of the girl. Discussions with staff at various levels have revealed the need for much greater internal sensitisation on the paper, its content and its implications for the work of our organization. The global SRHR network therefore developed global tools and training to support offices with clarifying staff values around SRHR. These efforts are supported by wider upskilling work around gender equality.

All of our regions scaled up work around Child Early and Forced Marriage ("CEFM") with our global 18+ framework providing useful guidance for this purpose. Our 18+ global initiative participated actively in the external CEFM and Sexuality Program Working Group which undertook research to identify comprehensive gender-transformative sexuality programmes that promote bodily integrity, and result in normative changes that help end CEFM – this is aimed to strengthen our CEFM work by better understanding and addressing factors of sexuality that drive it.

**Early Childhood Development**

We have been actively networking with and within external platforms for early childhood and development ("ECD") in order to maximise the opportunity provided by the inclusion of ECD in the SDGs and to promote policy, programmes and investments for young children's development. The general consensus is that we already have all the evidence needed to answer the question *Why* invest in ECD? We also have the evidence to answer the question *What* interventions are important and effective? The main remaining challenges are to answer *How* to deliver these interventions at scale to the children and families that need them and *How* to track progress with respect to SDG targets – including children's development progress – in different contexts[1]. Sector responses to these questions – including the Nurturing Care Framework - appear to be largely gender blind, providing us with an important niche to influence for improvements and model alternatives.

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[1] See Pia Britto speak on this at ARNEC:
https://au.eventscloud.com/file_uploads/67704228def7295411411a49b290cfa7_KeynoteAddressonDay2GlobalTrendsinEarlyChildhoodDevelopmentBuildingPoliticalCommitmentbyDrPiaBritto.pdf

As part of our own efforts to make our ECD work gender transformative, guidance and resources for the promotion of men's engagement in the care and development of their young children have been developed. These build on existing partnerships with [Promundo](#), and men's engagement materials developed for a multi-country Maternal, Newborn and Child Health (MNCH)/SRHR projects funded by Global Affairs Canada. Despite these efforts, more work needs to be done to operationalize a gender-transformative programming and influencing approach as well as with respect to the systematic design and implementation of strategies for social and behaviour change, including gender norm change.

Supporting community managed Early Learning Programs remains a key programme intervention for ECD and we have started to work more systematically on ensuring the sustainability of these spaces, including lobbying and influencing local governments to increase investment in ECD and provide technical and financial support and to eventually assume full responsibility for these services and the setting up of village saving loan agreements with parents/caregivers to fund the centres.

## C.      We lead by example

**1.      How does your organisation provide national and/or global leadership on your strategic priorities? What evidence is there that this leadership is recognised and welcomed by your peers and stakeholders, especially the affected populations?**

As noted above, we have adopted a global purpose, theory of change, and strategy that stretch our global ambition to contribute to reaching the Sustainable Development Goals. We have put gender equality and the persistent development challenges that girls are facing right at the heart of our organisational purpose and are committed to making a lasting impact on the lives of the most vulnerable and excluded children while creating greater equality for girls. Our commitment and development of new research, tools, campaigns, and initiatives to strengthen and advance girls' rights have been recognised and welcomed by peers and stakeholders, including girls themselves.

One focus for our influencing at the global level during FY17 and FY18 has been the process to develop the Global Compact for Refugees, which will provide the blueprint for future large scale refugee responses. We have engaged actively in all aspects of the process, attending and lobbying at each of the consultations in person and collaborating with, and leading, groups of both child rights and women's rights NGOs to push for a focus on age and gender in joint messaging and as a result the likely final text reflects many of our priorities. Our engagement in these spaces has also enabled us to build valuable relationships and strengthen our profile with the United Nations High Commissioner on Refugees, United Nations member state missions and NGOs in Geneva, Switzerland. This positioning meant we were chosen to be one of the NGO focal points for the 2018 UNHCR NGO Consultations, leading a session on 'Age, Gender and Diversity'.

Our new global girls' rights campaign focusing on the power, leadership and voice of young people for gender equality is a response to an increasingly changing external landscape and to the bold ambition set by our Global Strategy. It strives towards achieving the second part of our purpose statement - "We strive for a just world that advances children's rights and equality for girls". The campaign has been created from the grassroots level up with the primary audience of this initiative - young people themselves, particularly girls and young women. We've listened carefully to what they have told us to ensure that this campaign addresses what they are calling for.

A useful example of how long-term work at multiple levels has started to build leadership recognition and results, is our work to end CEFM:

**At national level:** in **Niger** for example, we partnered with UNICEF, UNFPA, CARE, NDI, Save the Children, Concern and Oxfam to influence conjointly at parliamentary and government advocate for legal improvements to protect girls from child early and forced marriage. This contributed to the signature of national decree 2017/0935-PRN on girls' education and a fruitful partnership with the national Ombudsman for Children who worked with us to carry out community dialogues with local authorities and leaders on the new decree. These exercises received positive feedback from local leaders. In **Zambia** we are a member and co-founder of the Zambia Civil Society Network on ending CEFM. Since the inception of the network two and half years ago, we have maintained our secretariat role leading and influencing all CSOs and NGOs working to end CEFM in the country. This year our

office in Zambia joined the first ever technical working group for the National Assembly of Zambia. This technical working group has been mandated to develop and support the implementation of an ending CEFM strategy for parliamentarians. We will then influence the highest law-making body in Zambia to take legislative and budgetary measures to end CEFM.

**At Regional level**: At the regional level through its regional programme to end CEFM "18+" has been leading work with traditional leaders through organizing the first Southern Africa Development Community (SADC) – Council of Traditional Leaders on ending Child Marriage. This regional network of chiefs keeps growing and gaining recognition as evidenced by request by other organisations to partner with plan in working with traditional rulers. We have also worked with the SADC- Parliamentary Forum and other stakeholders in developing a model law and has remained at the centre of this process to date.

The programme coordinator of our Lake Chad Programme was selected as Chair of the Advocacy Working Group of the Nigeria INGO Forum (the body driving influencing efforts around the crisis). This reflected the recognised leadership role we have taken in leading a holistic regional programme response, an effort welcomed by our peers in Nigeria as well as across the Lake Chad Basin (Cameroon and Niger). During the launch of a key research report on adolescent girls in crisis that informs ongoing influencing efforts, participants to the launch acknowledged our role in in addressing the crisis and particularly our added value in providing thought leadership on issues faced by adolescents girls:

*"I commend this study on adolescent girls in Lake Chad crisis. I think much work has been done on root causes by Plan International. In any conflict the weak suffer the most. Plan International has made an outstanding work by raising the voices of adolescent girls, vulnerable people in one of the poorest region in the world"* **Alhaj Tijjani Tumsah, Vice Chairman, Presidential Committee on the North East Initiative**

*"It is crucial we listen to girls and what they have to tell us if we want to achieve our goals. I thank you for this job and I am happy we are working together with Plan International to make changes"* **Ben Foot, Save the Children Nigeria Country Director**

**At the global level**: We worked to accompany local level influencing efforts by influencing global institutions and bodies. For example our Geneva office together with our Niger office to effectively influence the content of the CEDAW and CRC concluding observations, which included several recommendations on child marriage, including the legal age for marriage in the country. We able to leveraged the Girls Not Brides Global Meeting to showcase our coordinated programming and influencing efforts across the globe. Given the substantial experience and breadth of our programme work, we contributed to the coordination and development of a total of 12 sessions during the Global Meeting (which featured 59 sessions in total). This is evidence that we are increasingly recognised by peer organisations as a reference for work on CEFM; and the welcome of other organizations to share space and work collaboratively at the global table.

We also received positive recognition for our work on youth economic empowerment. This involved our membership on the AIESEC Global Supervisory Board – AIESEC is one of the largest youth led organization worldwide; and the selection of our Youth Employment Solutions (YES!) Digital Ecosystem approach as one of 9 Frontrunner solutions by UNICEF. YES designs and customizes interconnected ICT solutions to enhance youth employment programmes which seek to address skills gaps. Selection criteria included robustness of evidence of impact, potential for scale, and sustainability.

2. **How does your organisation practice a) being inclusive and protecting human rights, and b) promoting women's rights and gender equality, in accordance with commitments 1-2?**

As set out in our global purpose, we strive for a just world that advances children's rights and equality for girls. All of our work is grounded in human rights principles. We adopt strong, clear positions on, and actively support, human rights. These are then shared on our website, for example our position statement on sexual and reproductive health and rights and our position statement on the right to inclusive quality education.

We see clear links between fulfilling children's rights, achieving gender equality, and ending child poverty. Every girl and boy has the right to be healthy, educated, protected, valued and respected in their own community and beyond. We support these rights from when children are born to when they

reach adulthood. We work to ensure that girls and boys know their rights, and have the skills, knowledge and confidence to fulfil them. We engage people and partners to empower children, young people and communities to make vital changes that tackle the root causes of discrimination against girls, exclusion and vulnerability. This approach inspires and empowers children and communities to create long-lasting change.

We use our network of country, regional and liaison offices to drive changes in practice and policy at local, national and global levels to advance children's rights and equality for girls. We use our experience on the ground and position as an authoritative global voice to influence those with power or responsibility, in order to advance gender equality and promote the rights of girls, boys, and young people. Our global advocacy work not only focuses on international policy, but also ensures national governments can meaningfully implement and uphold laws that advance children's rights and gender equality at community level. For example, our UN Office in Geneva supports our staff around the world to engage with UN human rights mechanisms that review the human rights situation in their country (for example, the Convention on the Rights of Children, Committee to Eliminate Discrimination Against Women, Universal Periodic Review and High Level Political Forum on Sustainable Development) and influence recommendations given to governments to strengthen their human rights compliance.

To support our programming and influencing work, we have defined specific tools and processes including key indicators to ensure a consistent monitoring and reflection on how well we integrated and address girls and women's right and inclusion across all our work.

We work in partnership with young people themselves to power and drive forward the girls' rights movement. Our girls' rights work champions action that is youth-led to advance girls' rights and gender equality. We recognise that achieving equality for girls means going far beyond the specific issues and interventions that we highlight every day. It entails targeting the norms, attitudes, beliefs, systems and structures that prevent girls from getting equal. When girls get equal, everyone benefits, including men and boys. Through our new global social change campaign (which launched in October 2018), we will advance the case that equality for girls and women can only be achieved by increasing girls' and young women's power, voice and leadership. At the same time, we are also demanding that those with power support and stand with girls and young women. We're asking them for concrete investments and commitments to increase girls' and young women's power. We're asking them to change how they act and make a conscious effort that every decision they make will only impact girls' lives for the better. Real change for girls and young women will only come once *they* have the power and support to shape the world around them – both individually and collectively.

We stand with human rights defenders and work with others to contribute to child rights and gender equality monitoring and reporting. Our country offices reported on progress during FY18 2018 in regard to gender transformative programming, ranking each new project against a standard set of criteria and reporting on results from the self-assessment in the quarterly reporting process. Global results from this self-reporting indicated an overall increase from the FY17 baseline of 50%[1] on gender transformative projects to 61%. This increase is attributed to a growing organisational understanding of the relevance and importance of gender transformative programming and influencing within the organization that increasingly is reflected in project design. Given the challenges with numerically quantifying progress and solely looking at the project design stage, for FY19, country offices will report on how they are embedding our gender transformative approach in all steps of the project and programme cycle (from analysis and design to implementation). This change in approach will enable a deeper reflection and a critical analysis. In addition, from FY19 onwards, as part of our new M&E system and approach, a set of gender indicators will be introduced to help the organization measure its contribution to gender transformation in greater depth, both at project as well as at global level.

Despite the reported increase in and strong support from management at all levels to gender transformative programming and influencing, more substantive progress to advance gender transformative work remains hampered by limited technical capability within the organisation, e.g. limited technical know-how on gender transformation across all job groups and amongst implementing partners, coupled with limited specialised staffing numbers at country, regional and global levels. Particular gaps include expertise for social norm change, but also for gender-critical thematic areas such as SRHR. While our new global technical networks have started work to embed the concept of gender transformation into global thematic guidance documents, much work still needs to be done to ensure gender is fully mainstreamed in *all* programme and influence work and consistently measured. To be able to better assess and develop staff competencies in the area of gender, a global technical

competency framework has been developed and tested. It spells out core and specialist competencies required by programming and influencing staff; and by staff members belonging to the gender and inclusion job group.

Looking forward to FY19, we are continuing to address existing challenges by working more collaboratively across our offices globally, updating our capacity building programme on gender equality and inclusion, and providing technical guidance on gender transformative programming and influencing. For example, we developed and tested a Guidance Note on Gender Transformative Programming and Influencing with feedback and contributions from staff across the organisation. The guidance establishes a common language and understanding of gender transformative programming and influencing, and provides clarity on the steps that we must take together to effectively put our commitment to gender equality into practice.

We are committed to "walking the talk", promoting gender equality and inclusion not only in our programmes and influencing work, but also in our internal policies. In the reporting period, our Members' Assembly (our supreme governance body) approved a global code of conduct, with strengthened provisions on unacceptable behaviour, which applies to PII and all National Organisations. Each of PII's staff members were required to re-sign the code of conduct in order to raise consciousness throughout the organisation on this critical issue so that we can "live our values".

**3.    How do you minimise your organisation's negative impacts on your stakeholders, especially partners and affected populations?**

Our Building Better Partnerships approach advocates mutuality in partnerships, allowing partners to talk to us about the risks as a result of partnership with us so that we can together seek to mitigate these. We also hold annual reviews with our partners to identify any new risks or negative impacts so that we can address these. We involve partners in safety and security reviews for our projects and support them to mitigate risks to their staff.

We have a clear and unequivocal Global Policy on Safeguarding Children and Young People (the "Safeguarding Policy"), applicable globally to all of our entities in relation to all its interactions with children and young people. Our Safeguarding Policy aims to ensure that we, and anyone who represents us, does not in any way harm, abuse or commit any other act of violence against children and young people or place them at risk of the same. It governs the behaviours of the organisations staff, partners, visitors and other individuals associated with us, and ensures that all reasonable steps are taken to rigorously assess and reduce risks to children and young people in all our operations and activities including programme design and delivery marketing and fundraising and that we take appropriate action to report and respond to concerns about a child or young person's welfare. Staff are also expected to take a proactive role in preventing harm to children and young people and in responding to alleged cases of abuse and exploitation.

Our safeguarding approach recognises and responds to the specific safeguarding needs and risks of children and young people taking into account their differing gender and other identities, taking appropriate measures to address gender bias and other forms of discrimination and violence which may arise as a result of these. Our approach supports the empowerment and fosters the inclusion of girls and marginalised groups in the safeguarding process, in a manner that promotes equality, equity and ultimately their increased safety and protection.

Every year all of our entities are required to carry out an assessment of the implementation of the Safeguarding Policy by tracking and evidencing the attainment of the implementation standards. In addition to this, we conduct a number of exclusive safeguarding audits to evaluate the extent to which the Safeguarding Policy has been implemented and the effectiveness of measures in place. We ensure that safeguarding measures are agreed with our implementing partners are the outset of the relationship.

In addition to the annual report on attaining the Safeguarding Standards, all offices are also required to submit, annually, an analysis of all safeguarding concerns and incidents. Safeguarding incidents involving staff, partners and visitors are dealt with in line with local procedures and are also reported to our Global Head of Safeguarding Children and Young People within 24 hours. Serious safeguarding incidents are referred to an internal Serious Incident Group made up of senior leaders.

A consolidated report on Safeguarding implementation and incidents is reviewed our Leadership Team on an annual basis. This report includes recommendations to address any weaknesses identified in policy implementation and our obligations to keep children safe. The results of these assessments are then presented to and reviewed by our International Board.

During this period we also increased our focus on strengthening our culture of safeguarding to ensure we continue to uphold the highest standards in keeping children and young people safe from harm.

**4.      How do you demonstrate responsible stewardship for the environment?**

This is clearly an area for improvement. We are currently looking at measures such as reducing carbon footprint related to travel and improving fleet management.

## CLUSTER B: STAKEHOLDER INVOLVEMENT

**D.      Key stakeholders are identified with great care**

**1.      Please list your key stakeholders. What process do you use to identify them?**

Our stakeholders include children (especially girls) and their communities with and for whom we work, sponsors, partners, donors and supporters, and governments, institutions and organisations that we work with or seek to influence or involve in support of children's rights.

Our Programming and Influencing approach commits us to take a holistic approach that engages with a wide range of stakeholders in all our work. At the programme country level, strategies and individual projects clearly identify key stakeholders; including the ultimate impact groups whose lives we strive to improve; the target groups that we will work with to achieve that changes (including government, service providers, civil society, corporates and key media, communities, families and the children and young people themselves); and as relevant wider audiences who may enable the change such as our partners and own staff across the various offices, our donors and supporters. Our influencing also engage with and target as key stakeholders global institutions and the general public.

Following a rights-based approach to programming, our development programmes are based on an in-depth situation analysis which identifies vulnerable and excluded populations in our intervention areas, wherever possible using a bottom up approach which uses participatory approaches to identify beneficiaries with help of local groups and organization, including those of children and young people. Generally, at part of project start-up we hold consultations with relevant stakeholders at the village level, which normally includes relevant government line departments, village groups (elders, influential people, community-based organisations or volunteer organisations) and partner staff. Based on clearly identified selection criteria, beneficiary lists are prepared during the consultations.

We continue to improve the way we engage with local civil society, government and other actors to build partnerships around shared objectives and mutual responsibilities. Our ambition is to systematize mutual assessments for this purpose and to continue to improve the way we identify them by more systematically mapping them as part of programme and strategy processes.

**2.      How do you ensure you reach out to those who are impacted or concerned by your work?**

Thanks to our sponsorship presence, we build long-term relationships with communities. These are generally supported by formal agreements with local authorities – such as community development committees, municipalities or grassroots organizations. Our community partnerships are often implemented by supporting community/municipal development planning and implementation processes during which we negotiate with communities our contributions to the communities' efforts to improve child well-being/gender equality and potential support to capacity development. Most projects are implemented in close collaboration with local community committees whose role it is to engage beneficiaries and report back to our organization on any problems or issues arising.

Our Global Policy on Programme and Influence Quality communicates our commitment to attain the highest standards of quality in our work at all levels. It is based upon our long experience of development and humanitarian work and the interdependencies and complementarity of programme and influence work to achieve lasting change. It is also grounded in our strong and long-term community presence through child sponsorship and wider work with children and young people, specifically girls and young women, their families and communities, all of whom are active and leading participants in their own development.

In line with this policy, we aim to ensure we are open and accountable to all those who benefit from, take part in and support our work, which means engaging affected populations in the project cycle from project design to implementation and monitoring. We also work with others, including children and partner organisations, to achieve transformative, resilient and lasting change, at scale, for children and young people, particularly girls and young women. We apply this in several different ways including:

- In everything from our child-centred community development work to global influencing, we try to ensure participatory engagement that is open and transparent with children, young people, local communities, sponsors, sponsored children, civil society organisations, and other partners, ensuring accountability and ownership at all levels. This should promote the agency of the individual as central to achieving children's rights and equality for girls.
- Designing and implementing adaptive and innovative programmes and influence projects based on the inputs of children and young people, particularly girls, and communities in order to ensure that our work is useful, relevant and respectful.
- Engage with and support partners to deliver outcomes for children, particularly girls, and increase our reach and influence at all levels; working towards sustainable change. This can include strengthening and building partnerships, and developing strategic alliances and relationships with a range of individuals and organisations from local to national to global. In working with partners, we must carefully, and constantly, appraise each relationship so that the opportunities and risks of working together can be understood, allowing informed decisions with risks managed through appropriate controls. A key consideration here is whether we can confidently defend our partnering decisions to supporters, donors, beneficiaries, the media and the public as being compatible with our Purpose and Values.

Our supporting Programme and Influence Quality Procedures, particularly for country strategy and project cycles, ensure that a range of stakeholders and individuals who have a major influence on the achievement of our programme and influence outcomes are consulted and engaged at key relevant intervals. This may include partners, staff, children (including sponsored children) with a focus on girls and other vulnerable groups, community members, government officials, politicians, academic institutions and research bodies, youth advisory panels, other members of civil society, religious leaders and donors.

With respect to our own employees, we conduct a Global Employee Engagement Survey (GEES) every two years, which includes a range of themes including leadership, managers, performance management and wellbeing with open questions. The in-between years we conduct a mini GEES which is a smaller survey linked to our organisational results frameworks. The results of both surveys are presented to our International Board and Members' Assembly.

Results of the GEES are shared with all departments and form part of their annual business planning process. In addition, we held an 'away day' meeting at our headquarters in January 2018 where the results were a key theme of discussion and action. From this 'away day; a cross-functional group was created to assist the departmental action plans, identifying any key themes running across headquarters.

Our Disaster Risk Management (DRM) team has successfully undertaken external, independent verification against the Core Humanitarian Standard (CHS) in April 2018 and is now implementing an action plan resulting from this exercise. As part of our commitment to this standard and a requirement of verification audit, we are strengthening our focus on accountability mechanisms. A new Guidance and Toolkit for Child-Centred and Child Participatory Feedback and Complaints Mechanisms in Humanitarian Programming has been developed. This guidance includes the way in which we consults with and informs communities of our response interventions. This is part of our compliance to CHS Commitment 4. The guidance includes tips on how to engage with different vulnerable groups to ensure

that appropriate accountability mechanisms are established, and that humanitarian response programmes are agile based on this feedback.

A further important part of this, compliance to CHS Commitment 5, is informing communities and beneficiaries of our commitment to preventing sexual exploitation and abuse, and explaining expectations of staff behaviour relating to our Code of Conduct.

Accountability mechanisms to capture both complaints and feedback are designed with consultation with communities and key stakeholders, and are therefore appropriate for both context and the type of community groups the interventions are serving. The DRM network has committed that all large scale emergencies with have established accountability mechanisms in the first month of a new emergency.

### 3. How, specifically, do you maximise coordination with others operating in the same sectoral and geographic space with special reference to national and local actors?

Our Building Better Partnerships approach includes a process for identifying the national and local actors that we need to partner with to achieve a common goal. By mapping those who are already working towards solutions we can make sure we do not duplicate and support their efforts rather than undermine them.

We engage at sectoral and geographic space with networks of organizations engaged in the same area/ domain .We are active members of existing civil society networks and cluster systems in most countries we work in.

Active participation in clusters is part and parcel of all our work on emergencies.

### E. We listen to, involve and empower stakeholders

### 1. What avenues do you provide your stakeholders to provide feedback to you? What evidence demonstrates that key stakeholder groups acknowledge your organisation is good at listening and acting upon what you heard?

We expect Country Offices to hold annual reviews with all partners and 26 Country Offices did this in the 2017/18 financial year. The reviews give partners the opportunity to give us feedback and highlight any negative impacts. In addition, a confidential annual partnership review was introduced in 2016 and in 2017/18 526 partners of 33 Country Offices and two Regional Offices participated enabling them to give confidential feedback on how well they think the partnership helps them as organisations. 60% of partners responded that working in partnership with Plan International had definitely made them a better organisation.

A verification audit against the Core Humanitarian Standard (CHS) performed by HQAI (Humanitarian Quality Assurance Initiative) identified feedback and complaints mechanisms in emergency response as an area we could improve on. Therefore during this financial year we have developed Child-Centred and Child Participatory feedback and complaints mechanisms Guidance for Humanitarian programming. This guidance also contains comprehensive toolkits and practical field level guides. The tools cover consultation with key stakeholders on the appropriate accountability mechanisms, establishing the mechanisms itself, recording feedback, and importantly closing the feedback loop.

The guidance also covers preventing sexual exploitation and abuse and how to respond to such complaints and concerns. We have made a commitment that appropriate accountability mechanisms to gather feedback (in accordance with CHS Commitment 4 and 5) will be established in our response to every large scale emergency .Training modules and materials have been developed, and an initial 100 staff across our four regions have been received this upskilling training.

### 2. What evidence confirms a high level of stakeholder engagement in your activities and decisions from beginning to end?

Our Country Strategy and Project Management guidelines stress the importance of involving partners at all stages of country strategy and project development and implementation. While 32% of our

partners that responded to our annual partner survey said that they would like to be more fully involved in strategic decisions, 26% said we were good at doing this.

**3. What are the main likes/dislikes you have received from key stakeholders? How, specifically, have you reacted to their feedback?**

32% of partners who responded to our annual partner survey said that they appreciated the capacity building they received from us, but 40% said they would like us to improve the capacity building they receive. In FY19 we will be providing more guidance to our country offices on how to support partners to assess their capacity and the different ways in which capacity can be developed. Our Building Better Partnerships guidance has been updated to support the whole organisation to develop effective and respectful partnerships, with an emphasis on mutuality. This is partly in response to feedback from partners in earlier years about their views and needs needing to be taking more into account.

**4. How do you know that people and partners you worked with have gained capacities, means, self-esteem or institutional strengths that last beyond your immediate intervention? (You may skip this question if you have addressed it in your response to B. 1)**

As mentioned above, 60% of partners who responded to the survey said we had definitely made them a better organisation and 20% said with had often supported them to be a better organisation. We currently have little information about how far institutional strengths and capacities have continued beyond the partnership.

**F. Our advocacy work addresses the root causes of problems**

**1. How do you identify and gather evidence regarding the root causes of the problems you address?**

Drawing on more than 80 years of experience and programme evidence and connecting to the lives of millions of children, youth and communities around the world, our influencing work (i.e. policy analysis and research, advocacy, strategic communications, public mobilisation and partnerships) targets changes to policies, resource allocation, legislation, institutions and practices so that both current and future generations can realise their rights and fulfil their potential. Coupled with in-depth research, we bring together programme evidence and thematic expertise to analyse key issues and develop public policy positions that form the foundation of our advocacy and broader influencing.

In the reporting period, we developed a research agenda to guide our research efforts globally and help to continuously test the assumptions of our global theory of change by honing in on three strands of root-causes: social norms, attitudes and behaviours, access to resources and safety nets; and policies, budgets and services. This ensures that our research work complements project level efforts to assess root causes. Examples for this research involve:

**Social norms**

- **Girls in Crisis series (Lake Chad, Rohingya, South Sudan):** qualitative research to unpack the shifts in gender and social norms during times of crisis, which limit girls' movement/ access to services/ future prospects.

- **Gender Equality and Change (Zimbabwe):** The purpose of the Gender Equality and Change study was to understand how changes in gender relations happen.

- **Asia Region study on child marriage:** literature review on prevalence, causes, trends, and impacts of CEFM in Asia

**Resources & safety nets**

- In-depth study on challenges and opportunities of secondary education and technical vocational education and training in Plan International Bangladesh Programme Areas

- Global Baseline: Monitoring and Evaluation Report Financial Education for Girls (Credit Suisse funded Global Education Initiative): Life skills in schools and financial education curriculum

**Policy and budget**

- **Five years after Bangladesh's domestic violence (prevention and protection) Act 2010: Is it helping survivors**: Study on the effectiveness of the domestic violence prevention act

- Regional Research on CEFM in Asia and East and Southern Africa

**2. How do you ensure that stakeholders support your advocacy work and value the changes achieved by this advocacy?**

Wherever we work, we carefully consider whether and how we can add value. To ensure that our work is useful, relevant and respectful we design our advocacy based on the views of children, young people (especially girls and young women) and communities, and support their participation in and leadership of social mobilisation efforts including campaigns and other influencing platforms. We undertake ongoing engagement to ensure that we reflect and explore together how to improve and be responsive to changing circumstances. We recognise that we cannot achieve sustainable development outcomes by working alone and build relationships with a variety of organisations, institutions, corporates and other actors that influence the changes we are seeking. We also work through strategic relationships and coalitions to enhance our reach, influence and capability at all levels.

**G. We are transparent, invite dialogue and protect stakeholders' safety**

**1. Are your annual budgets, policies (especially regarding complaints, governance, staffing/salaries and operations), evaluations, top executive remuneration and vital statistics about the organisation (including number of offices and number of staff/volunteers/partners) easily available on your website in languages accessible by affected populations? Please provide links, highlight membership in initiatives such as IATI and outline offline efforts to promote transparency.**

Our budgets are not public, but our audited worldwide combined financial statements and Annual Review are, which provides most of this information. The Annual Review is available in English, French and Spanish. The financial statements are only available in English.

We also have an accountability page on our website that outlines our commitments and memberships.

**2. What policies do you have in place to ensure a fair pay scale? Do you measure the gender pay gap in your organisation, and if so what is it? What are the salaries of the five most senior positions in the organisation, and what is the ratio between the top and bottom salaries? If this information cannot be provided or is confidential, please explain why.**

To measure our pay scales/practices to ensure fairness, we have:

- A formal and transparent pay and grading structure openly communicated and available to all employees via our internal intranet;
- A scheduled annual review of pay scales benchmarked against published salary survey data used by other comparable organisations;
- A formal job evaluation approach with each job evaluated by a committee/group of individuals to ensure consistency in evaluation;
- An annual review of salaries, where both internal and external equity considered in determining salary positioning; and
- Consideration for off-cycle changes, in light of external competitiveness, current positioning within the range, comparison to peers and experience and recommendation provided to management i.e. decisions are objective as possible, backed up by established data sources and not made by one person.

We are currently looking to implement a new Reward and Recognition Framework to further reinforce our transparency and openness.

In terms of measuring/identifying any potential pay gap, we have voluntarily measured this internally at the headquarters level in the United Kingdom. These figures have just been produced for FY18 and the Gender Pay Gap is 14.94% (median) and 13.78% (mean).

Salary data for our top executives is published in our U.S. tax return (Form 990), which is available here: https://projects.propublica.org/nonprofits/organizations/510169168

**3.      How do you ensure privacy rights and protect personal data?**

We take both a compliance and rights-based approach to data privacy, which reflects our status as an international humanitarian and development organisation committed to upholding the privacy rights of children and young people.

We have recently updated our Data Privacy Policy and tools are available to staff to help answer questions and provide training on the topic. Beyond the Data Privacy Policy, various function-specific policies in the organisation emphasise the need to think about the personal data we collect, how we collect it and the measures we take to protect the data once we have it. For example, there are specific requirements to obtain informed consent as part of our sponsorship and research work; there are guidelines on the taking and use of photographs as part of our events; and the information technology policies contain security and procedural requirements. An effort is currently underway to review and update various policies and procedures in order to make sure they reflect the challenges posed by changing technology and legal landscapes.

**4.      Who are the five largest single donors and monetary value of their contribution? Where names of private individual donors cannot be named due to requested anonymity, please explain what safeguards are in place to ensure that anonymous contributions do not have unfair influence on organisational activities.**

Our five largest single donors (worldwide) (in most cases, through our National Organisations), and the monetary value of their contribution over the reporting period, are as follows:

| FY17 | |
|---|---|
| World Food Programme | €52 million |
| The Global Fund to Fight AIDS, Tuberculosis and Malaria | €27 million |
| European Union | €23 million |
| Swedish International Development Association | €20 million |
| United States Agency for International Development | €20 million |

| FY18 | |
|---|---|
| World Food Programme | €34 million |
| The Global Fund to Fight AIDS, Tuberculosis and Malaria | €27 million |
| Swedish International Development Association | €20 million |
| Canadian Department of Foreign Affairs, Trade and Development | €19 million |
| United States Agency for International Development | €18 million |

**CLUSTER C: ORGANISATIONAL EFFECTIVENESS**

**H.      Staff and volunteers are enabled to do their best**

**1.      Provide evidence that recruitment, employment and staff development is fair, transparent and in line with your values.**

With regards to recruitment, we have a Talent Acquisition Policy (only applicable to PII) which requires that we apply a fair and open competitive recruitment process across the organisation, ensuring consistency and transparency throughout the processes, and recruiting based on merit. We ensure our processes reflect equal treatment of all candidates regardless of race, ethnicity, nationality, gender, political or religious belief, age, disability, marital status or sexual orientation.

With regards to staff development, based on our four values:

- **Strive for lasting impact**

   As part of our Global Strategy, one of the key enablers for transformation as an organisation is self-directed learning, within a performance management framework. Our performance management processes support this by including a personal development plan for each individual, allowing them to work with their supervisor/line manager to set short term development goals over the year.

   Our learning and development approach ensures that the focus of any interventions/initiatives is on behaviour change and outcomes. As part of this approach we have developed tools to support performance improvement. For example, we use learning and development tools for transformation, to support the socialisation of values and behaviours and guides to support performance appraisals.

   We currently are undertaking an 'upskilling project' which includes thematic areas based on countries' annual plan and budget and addresses those critical areas to align country strategies to the global strategy. These thematic areas uphold individual, team and organisational commitment to our purpose and ambition.

- **Open and accountable**
   Feedback from staff, managers and other stakeholders are an important aspect of staff development and that feedback is inputted in to the appropriate services of the learning and development. For example, feedback from courses and modules informs the revision and improvement of learning design.

- **Working with others**
   Senior leaders and line managers work with our human resources teams to support succession planning for hard to fill and mission-critical roles to build and strengthen the leadership across the organisation.  We have a robust, objective talent management process with transparent forums and development programmes to nurture the potential of our internal talent.

   Our cross-organisational upskilling initiatives are based on needs identified at the local level, including technical and learning and development professionals who ensure they truly meet the needs of staff at individual, team and organisational level.

   As well as external Executive Coaching for senior leaders, during the reporting period we started offering internal coaching sessions for some managers and staff to enable space for self-reflection, raising awareness and improving performance.

- **Inclusive and empowering**
   Everyone has access to learning and development within the organisation, and we include it in all of our budgets at 3% of staff costs.  Our online learning management system 'Plan Academy', is open to all staff and also externally to our partners; offering a blended approach (online, face to face, forums etc.) that caters for a variety of learning styles and preferences.

For all learning initiatives, there is a set of criteria for the selection of participants that is shared with staff. Line managers are responsible to have a dialogue with staff who are interested and are qualified to participate and agree on the roles and responsibilities e.g. Learner-Manager Agreement for most of Plan Academy courses or an endorsement by line manager and Country Director e.g. in Roster Learning Event.

**2.** **What are you doing to invest in staff development and ensure a safe working environment for everybody, including one free of sexual harassment? What indicators demonstrate your progress? What are your plans to improve?**

Our values and behaviours framework reflects our organisational commitment to diversity, equality and inclusion, ensuring a safe working environment for everyone. In particular, under the value "We are inclusive and empowering', we have included the leadership behaviour 'I will not tolerate any form of bullying, harassment or discrimination in the workplace', which demonstrates our zero tolerance approach to any behaviour that is inappropriate. Under the same value, staff are also encouraged to 'confront and challenge' inappropriate behaviour and 'create an environment where…partners and colleagues are supported and feel safe.' The framework has been socialised and rolled out in all our country and regional offices, National Organisations and across departments at our headquarters in the United Kingdom with self-reflection activities and exercises to help staff translate the behaviours into their everyday roles. All staff are measured against these values as part of the annual performance management cycle process.

As part of our cross-organisational upskilling initiatives and in line with our global strategy, we have strengthened our internal pool of Gender and Inclusion Facilitators. In this way, we are building capacity and skills of staff and leaders around diversity, gender equality and inclusion; helping to create a safe environment where everyone respects and pays attention to each person's rights and needs.

Staff development on safeguarding includes mandatory induction training for all staff and associates on safeguarding via an online tools, two-day country management team training, comprehensive five-day workshop for safeguarding focal points, workshops for children and young people and training for managers and safeguarding focal points in investigating and managing cases of safeguarding and prevention of sexual abuse and exploitation. For the past year, we have focused on incorporating and rolling out specific educational workshops on dominance, power and bias and how this impacts safeguarding as well as taking a safeguarding approach which incorporates gender and inclusion in ensuring safe engagements of children and young people in our programming and influencing and we also recruited 4 safeguarding technical advisers who provide support to the regions we work in.

We have a zero tolerance approach to any behaviour that is inappropriate, recognising that such behaviour is harmful and discriminatory for staff. We are fully committed to providing a safe and inclusive work environment for all staff to work in. Any allegations of sexual harassment will be taken seriously and dealt with promptly. We have several key policies which underpin our commitment to preventing and addressing any such behaviour. This includes two key policies namely our Harassment, Bullying and Discrimination Policy and Code of Conduct. These policies provide an overall framework of good practice (and a minimum level of approach) to ensure a consistent and transparent way of investigating and managing every complaint received. This framework also allows for any local legal requirements to ensure we are fully compliant in dealing with such allegations. We respect and value our staff and will not tolerate any harassment or discrimination.

In terms of reporting any alleged sexual misconduct, we have strengthened, in the last six months in particular, our robustness in terms of both managing, recording and dealing with alleged cases worldwide.

**I. Resources are handled effectively for the public good**

**1. How do you acquire resources in line with your values and globally-accepted standards and without compromising your independence?**

Our Corporate Partnerships Ethical Engagement Policy outlines how we decide whom we should engage with and whom not. The policy highlights that partnerships need to be aligned with our organizational values. It articulated excluded industries and those that are identified as high risk and therefore should only be engaged with after thorough assessment. This policy only applies to corporates, at the moment, although we do encourage its use with other partners as well as the questions raised by the policy are relevant to all partners.

**2. How is progress continually monitored against strategic objectives, and resources re-allocated to optimise impact?**

At the global level, reports against our Strategic Dashboard and global Results Framework are presented annually. Progress against these is a key input to decisions on global priorities for the year ahead. Those annual global priorities guide annual planning and allocation of financial and human resources. Throughout the year, our Leadership Team reviews progress against the defined priorities. Quarterly, they reflect on the continued relevance of those priorities and on emergent needs and issues, and reallocate resources as needed.

Our Global Strategy 2017-2022, which sets out a bold ambition of 'together we take action so that 100 million girls learn, lead, decide and thrive', signals changes in the organisation particularly in terms of sustainability and scale – which can only be achieved through more focused programming and more effective integration of our programming and influencing.

Certain key enablers have been identified for us to deliver the above ambition:

- Deliver excellent and accountable gender transformative and rights-based programming with communities in development and humanitarian contexts.
- Establish programme models, thought leadership, and technical expertise in each of the areas of global distinctiveness within learn, lead, decide and thrive.
- Utilise cutting-edge research and evaluation to guide excellent programming and credible influencing.

Monitoring and evaluation, research and learning are key to these enablers. To date, we have not had a globally coherent global monitoring and evaluation approach, system and framework, but one where our country offices lead on their own monitoring and evaluation without global coordination. We are now developing our monitoring, evaluation, and learning (MEL) systems to build on current good practice so that all of our offices are able to: generate the necessary evidence of our progress, performance and impact in achieving the strategic development outcomes; produce original knowledge on specific gaps that will inform our programmes and influencing work; and action both the findings and recommendations from monitoring, evaluation and research to scale up success, improve or change our work.

Overall, our Global Strategy has its primary focus on achieving change in respect of six thematic areas (Areas of Global Distinctiveness). These provide core accountability for a global MEL approach in two respects. First the provision of evidence on progress towards results on the six AoGDs at a global level, and second, through exercising greater accountability to programme participants at country level.

At country level, all offices are undergoing an annual review & planning exercise in which they review levels of implementation of country strategy, discuss and analyse issues and agree on how to realign budget and planning taking into account external and internal changes.

**a. Monitoring progress towards strategic objectives**

In order to give effect to our Global Strategy, we have adopted a set of policies and approaches that provide the framework for the work that we do and will form the basis for how we monitor our progress towards our strategic objectives.

**Theory of Change**

Our Global theory of change, described above, focuses on addressing the root causes of discrimination and exclusion, empowering children, young people and communities, and driving changes in policy and practice at local, national and global levels. Collectively, our MEL frameworks, approaches and systems will enable us to assess and evidence outcome level change within this global theory of change.

We are currently developing at the global level, a guiding programme and influencing narratives for the Areas of Global Distinctiveness, with long-term theories of change, as a basis for the design of MEL frameworks and more detailed programming and influencing strategies and approaches to support country-level programmes and projects. At the country level, individual Country Strategies will define two to three strategic objectives in relation to AoGDs, and develop these as their core, thematic programmes for the country with appropriate theories of change and overarching MEL frameworks.

**Global Policy on Programme and Influence Quality**

Our Global Policy on Programme and Influence establishes a clear vision, direction, common language and consistent message to operationalise and communicate our commitment to attain the highest standards of quality in its programme and influence work across all technical areas and at all levels.

This Global Policy is grounded in the global Theory of Change and based on our long experience of development and humanitarian work, and builds on existing good practices inside and outside of the organisation. In particular, it is grounded in our work with children and youth, specifically girls and young women, their families and communities who are active and leading participants in their own development.

The Global Policy sets out a commitments to monitor all work in order to learn and continuously improve the quality of programme and influence work. This will provide an evidence base to inform decisions, be adaptive, and ensure the inclusion of and accountability to the people Plan International works with and for and ensure that programme and influence work is meeting its objectives and stated outcomes.

We also have a Programme and Influence Approach which has its foundations in our global Purpose and Theory of Change, underpinned by core commitments of gender equality, human rights, accountability, working in partnership and in all contexts. Achieving impact at scale requires the organisation to become an effective "enabler" and supporter of others, providing wider reach beyond the communities in which it works. We will retain a close connection with these communities in some contexts through direct implementation (particularly in humanitarian responses), will also work closely with community based organisations, other civil society organisations and partners. Under our strategy we have begun acting more as a catalyst and influencer, building on connections with communities to leverage broad-based change within structures and systems, both formal (e.g. laws, policies and budgets) and informal (e.g. norms, attitudes and behaviours), at national, regional and international levels.

The Approach identifies certain operational strategies as being essential to the achievement of our purpose and delivery of our programme and influence work. One of these strategies is that we analyse, learn from, use and make decisions based on evidence. We recognise that evidence is fundamental to programme quality and credible influencing, which in turn enhances reputation and improves impact. This commitment to using evidence is based on our accountability to the target groups and programme participants as well as donors and staff.

**Monitoring and Evaluation**

As noted above, to date, we have not had a coherent and consistent M&E approach across all parts of the global organisation. Rather, it has been very individual country strategy and project

driven. A global monitoring and evaluation approach is under development and this includes the following elements:

*i)        Monitoring and evaluation approach*

Overall, our new MEL approach seeks to put our Purpose, Global Theory of Change, Programme and Influence Approach & Global Policy on Programme and Influence Quality into practice and outline critical components of how we understand and measures quality across our programme and influence work. It is built around longer term programme and influence goals and ambitions. It also clearly distinguishes between, on the one hand *performance management*, and on the other hand *content and results*; and it strongly encourages a culture of reflective learning. We will assess and report on progress both at the project level and the combined progress towards global ambitions and objectives; and contribute to global level understanding of our contribution to change in children's and girls' lives. This will contribute to the empowerment of stakeholders – by ensuring they are part of MEL processes across the programme and project cycles, and have a say on any adaptive changes that need to be made and creating greater sustainability of programme and influence results.

*ii)        Monitoring and Evaluation Standards and Guidelines*

Our Evaluation Standards were updated in 2018 to encompass a new set of monitoring and evaluation standards and guidelines. The standards include requirements for our country offices to have:

- o   A clear monitoring and evaluation framework that covers all programme and influence work, across the levels of output, process and outcome as well as well as incorporating an ongoing check against the operating and impact level context.
- o   A practical monitoring and evaluation plan, outlining the schedules for the different components of MEL.
- o   A participatory approach across all stages of the MEL processes that actively engages and provides perspectives from stakeholders, ensuring adequate representation of different vulnerable groups of children and youth.
- o   Defined mechanisms for reflective practice with opportunities for staff and stakeholders to reflect on the information and learnings generated, and providing feedback loops to stakeholders and management action.
- o   A clear strategy, methods and tools (ensuring flexibility for context) for data collection, analysis and a plan for how data will be used and shared, as well as quality checklist to ensure systematic quality assurance across from collection to reporting. The data strategy will include participatory methodologies and combine both quantitative and qualitative elements.

*iii)        Monitoring and Evaluation Systems*

We are not currently using digital technology to drive effective and efficient MEL systems. We are working on acquiring an MEL software system that will make programme performance data available for analysis, reporting and learning from country to global level.

*iv)        Learning: using evidence for accountability*

Our new M &E Approach brings in the learning element to our work and ensures that accountability is real. We will have:
- o   Rigorous and intensive reflective learning practices be held annually for each programme, using outcome data, as well as any evaluations conducted.  These reviews will examine the entire programme and influence performance, including achievements, challenges, and lessons.
- o   At the regional and global levels similar learning and reflection processes be in place to understand the overall progress towards global ambitions and objectives and identify differences in approaches, emerging innovations as well as challenges, need for improvement and increased support and possible need to strategic redirection.

o The learning from different levels will be cascaded through the global organisation by means of the thematic networks linked to the AOGDs.

**b.** **Resource allocation to optimise impact**

Our Global Policy on Programme and Influence Quality addresses the issue of using resources responsibly at the highest level. It requires the organisation to mobilise and dedicate the appropriate human and technical resources to meet our commitment to design, deliver, monitor and evaluate quality programming and bold, credible influence in all contexts and at all levels. Likewise, it requires the mobilisation and use of funds effectively and efficiently from grants and sponsorship to achieve change at scale.

During 2018, we have been developing a package of solutions that seeks to address changing market conditions, drive effective use of resources and ensure that our systems, policies and processes are resilient, accountable and transparent, and meet the demands of quality, agility and responsiveness. The ultimate purpose of the package is to better utilise our resources to have greater impact in delivery of our ambition under our Global Strategy.

One of the core elements of the package is programmatic fit, which recognises that all income is not the same, so we commit to for ensuring that all income raised is quality income. To this end, quality income is defined as:
- Helping to deliver strategic priorities;
- covering the true cost of all activities;
- adding to leverage-able income;
- improving the effectiveness and efficiency of our operating model; and adding to the impact on the lives of the children and the communities in which we work.

We are also aiming to develop solutions to ensure that demand and supply are synchronised in the allocation of resources. The impact we want and strategic programme demands and needs will drive mobilisation of resources. And this will be based on the evidence and learning that will result from global M&E frameworks, approaches and systems.

**3.** **How do you minimise the risk of corruption, bribery or misuse of funds?**

We have a zero tolerance to fraud and corruption, as published in our Global Policy on Anti-Fraud and Anti-Bribery and Corruption. The policy emphasises the responsibility of all staff to report not only any incidents of fraud and/or corruption but also to alert line managers to situations where they identify that the opportunity for fraud and/or corruption may exist. Specific responsibilities are given to staff at different levels and in particular roles. The policy is promulgated to staff as part of their induction.

We have a Counter Fraud Unit ("CFU") which provides an organisational lead on fraud awareness and prevention, and is responsible for the investigation of all fraud incidents that may occur. Supplementing the CFU, staff in varying roles assist in investigations under CFU supervision as and when the need arises.

We have a structured reporting mechanism whereby all suspected or alleged fraud incidents across PII and its members are reported centrally. In addition, an outsourced and independent whistle-blower line allows for the reporting of fraud and corruption for those staff and partners who may be unwilling to report through line management. Reporting can be by telephone, email or on-line.

Our CFU conducts global analysis of fraud risk. In addition, each of our country offices assess its fraud risk for inclusion on an integrated risk and compliance database system. Identified fraud risks are subject to mitigating controls.

The CFU runs fraud awareness and prevention training workshops across PII and its members for staff at all levels.

We also participate in cross sector groups on counter fraud at international, regional and local levels. The Financial Audit Committee of our International Board receives quarterly and annual reports on fraud-related matters from the CFU and provides an organisational oversight.

**Which financial controls do you have in place?**

Our Operations Manual sets out the required financial and procurement procedures and control measures. Adherence to the control framework is tested by our Global Assurance department through regular audits.

**What do you do when controls fail?**

The majority of substantiated fraud cases involve some measure of override or non-compliance with control systems. On receipt of an allegation or suspicion of fraud, the CFU will make an initial assessment and decide on what level of investigation is required. All investigations are carried out by, or under the direct supervision, of CFU staff. Investigations are undertaken to defined and internationally recognised standards. As well as seeking to identify what has actually happened and who is responsible, investigations will examine how and why control systems have failed (if that is the case). Investigation reports include not only the findings but also recommendations on dealing with perpetrators and remediating controls.

**Describe relevant situations that occurred in this reporting period.**

We publish summaries of all completed fraud and corruption cases on our external website. Recent cases and downloadable historical quarterly reports can be found here: https://plan-international.org/counter-fraud-reports

**J.      Governance processes maximise accountability**

**1.      What is your governance structure and what policies/practices guide replacing and recruiting new trustees/board members?**

*Governance structure*

Plan International, Inc. ("PII") is a not for profit corporation incorporated in the State of New York, and its membership is comprised of 20 National Organisations, each of which is a separate legal entity in its own jurisdiction (Australia, Belgium, Canada, Colombia, Finland, France, Germany, Hong Kong, India, Ireland, Japan Netherlands, Norway, Spain, Sweden, Switzerland, United States, United Kingdom).

*Members' Assembly*

The Members' Assembly of PII in which all 20 members participate (including observers from potential members (currently Brazil and Indonesia), is the highest governing body within PII. It is responsible for setting high-level strategy, global policies that are applicable to PII and its members, approving our global budget, appointing the global external auditor, approving the audited financial statements, appointing and removing members, and approving any amendments to PII's governing documents. The Members' Assembly elects its Chair (who also serves as the Chair of the International Board of Directors) and members of the International Board, and ratifies the appointment of the Chief Executive Officer of PII. Each member National Organisation is entitled to a minimum of one delegate and one vote at the Members' Assembly.

The Members' Assembly is accountable to the membership as a whole.

There are two committees of the Members' Assembly, the Audit and Compliance Committee (responsible for monitoring the performance of the International Board) and the Nominating and Governance Committee (responsible for managing elections to the International Board and monitoring and advising on governance issues).

### *International Board*

The International Board directs the activities of PII and is responsible for overseeing the implementation by PII of the Global Strategy, for ensuring that funds are properly managed and applied, and that the organisation is run efficiently and effectively by management. The International Board also appoints, supervises, and evaluates PII's Chief Executive Officer ("CEO") and makes recommendations to the Members' Assembly with regards to matters within the Members' Assembly's remit.

The Board has a Vice Chair and Treasurer elected by the International Board from amongst its members.

All of the Chair, the Vice-Chair and the other members of the International Board are non-executives and are unpaid in their capacity as Board members. They are drawn either from the governing bodies of National Organisations or from outside of Plan International, dependent on their specific knowledge and expertise.

The International Board has two standing committees: the Financial Audit Committee and the Programme Committee. It has also established an Executive Committee comprised of the Chair, Vice Chair, Treasurer and Chair of each of the two standing committees.

The International Board is accountable to the Members' Assembly. It appoints and delegates day-to-day management responsibility of PII to the CEO who is supported by her Leadership Team.

### *Leadership Team*

Our Leadership Team (formerly Executive Team) is the senior management team within PII and is accountable to the CEO to ensure that the organisation's operations are appropriately planned, resourced and managed. As of June 2018, in addition to the CEO, the Leadership Team consists of the following: Chief Operating Officer, Chief of Staff and General Counsel, Director of International Programmes, Director, Business Resources and Solutions (which encompasses the finance function), Director of Human Resources, Director of Global Influencing and Partnerships, Director of Global Strategy and Business Insights and Director of Global Assurance. Some members of the Leadership Team attend Members' Assembly and International Board meetings. However, they have no voting power, thus ensuring separation of powers.

### *Policies/practices guide replacing and recruiting new trustees/board members*

Elections of Board members take place as needed to fill potential vacancies caused by expiry of terms (Board members serve terms of up to three years and a maximum of three consecutive terms) or resignations. This is managed by the Nominating and Governance Committee of the Members' Assembly ("NGC"). The NGC circulates a Call for Nominations with a ten-week nomination period. Nominations may be made by National Organisations or others, including PII management. Nominees are required to complete a statement of interest, declaration of interest under the Conflict of Interest Policy and provide references who are contacted and in some cases candidates are also interviewed by the NGC.

The NGC issues a recommendation to the Members' Assembly prior to an online vote taking place (using an independent provider) where the Chair of each of the member National Organisation votes on behalf of that National Organisations. A formal vote is then taken at the next face-to-face meeting of the Members' Assembly.

**2. How does your board oversee the adherence to policies, resource allocation, potential risks and processes for complaints and grievances?**

Our International Board meets on a quarterly basis and it (or its committees) receives reports from management on financial performance (budget vs actuals), treasury performance, activity reports from the Global Assurance function and the Counter Fraud function. It also receives annual reports on child and youth safeguarding (including statistics around the number of complaints and their resolution) and legal claims management.

Reporting on risk management also occurs on a quarterly basis. During FY18, a new risk architecture has been implemented, with the PII Executive Team monitoring risks rated as 'High' and providing an assurance statement to the Board, the Board itself monitoring risks rated as 'Very High' and providing an assurance statement to the Members' Assembly on an annual basis. The Members' Assembly monitors risks that are critical across both PII and its members.

In June 2018, the Board reviewed and approved a revised Whistleblowing Policy for PII.

At the time of writing (August 2018), under guidance from the Board, we have commissioned an external review of assurance across the organisation and started to work on an overarching complaints handling mechanism.

**3.      What processes and mechanisms does your organisation have in place to handle complaints (internal and external)? Please provide an overview of the number and nature of complaints in the reporting period, the proportion of complaints that were resolved, and whether the resolution was satisfactory to the complainant.**

We have several different complaints management processes, including an external hotline (called Safecall) to report fraud and corruption, and another mechanisms to report issues around safeguarding children and young people (which are child-friendly).

With regards to employment matters, there is a Grievance Policy and procedure in place.

As of June 2018, we have a Global Policy on Values, Conduct and Whistleblowing, which requires PII and all National Organisations to establish a whistleblowing mechanism that protects employees from negative consequences of reporting wrongdoing. PII has its own Whistleblowing Policy.

We intend to develop an overall structure for complaints handling on a global basis over the next year. Efforts will be made to include a mechanism for consolidating records on complaints in order to be able to report the numbers received and resolved.

**K.      Leadership is dedicated to fulfilling the 12 Commitments**

**1.      How is the governing body and management held accountable for fulfilling their strategic promises including on accountability?**

The Board develops an annual report at the end of each financial year setting out its activities for the past year and its priorities for the next year. This report is then delivered to our Members' Assembly. A committee of the Members' Assembly also receives the results of the Board's self-assessment on an annual basis.

In May 2018, the Board issued a survey for Members' Assembly delegates to assess the Board for the first time. The results are currently under consideration.

Management reports quarterly to the International Board and at each Members' Assembly, the CEO reports directly to the Members' Assembly on progress on fulfilling the Global Strategy. Please see above on the Strategic Dashboard.

**2.      What steps have you taken to ensure that staff are included in discussing progress toward commitments to organisational accountability?**

This report was discussed and approved at the Leadership Team level and each department head was encouraged to discuss it with their teams.

**3.    What is your accountability report's scope of coverage? (i.e. are you reporting for the whole organisation or just the international secretariat?) What authority or influence do you have over national entities and how, specifically, are you using it to ensure compliance with the accountability commitments and to drive the overall accountability agenda?**

This report is meant to cover Plan International, Inc. only and does not necessarily include National Organisations, except where indicated.

Our influence over National Organisations is built into our governance system.  Our By-laws require the PII Board of Directors to monitor compliance of National Organisations against certain standards. Our main tool for this is our Global Policies. To date, we have eight approved, in the areas of Purpose and Identity (including brand); Values, Conduct and Whistleblowing; Gender Equality and Inclusion; Programme and Influence Quality; Safety and Security; Safeguarding Children and Young People; Anti-Fraud, Anti-Bribery and Corruption and Risk Management. Our Global Assurance department has also started a programme of auditing our National Organisations against these Global Policies, on behalf of the PII Board.

# Annex 1 – Values and Behaviours Framework

| VALUES | We strive for lasting impact | We are open and accountable | We work well together | We are inclusive and empowering |
|---|---|---|---|---|
| **DEFINITIONS** | We strive to achieve significant and lasting impact on the lives of children and young people, and to secure equality for girls. We challenge ourselves to be bold, courageous, responsive, focused and innovative. | We create a climate of trust inside and outside the organisation by being open, honest and transparent. We hold ourselves and others to account for the decisions we make and for our impact on others, while doing what we say we will do. | We succeed by working effectively with others, inside and outside the organization, including our sponsors and donors. We actively support our colleagues, helping them to achieve their goals. We come together to create and implement solutions in our teams, across Plan International, with children, girls, young people, communities and our partners. | We respect all people, appreciate differences and challenge inequality in our programmes and our workplace. We support children, girls and young people to increase their confidence and to change their own lives. We empower our staff to give their best and develop their potential. |
| **LEADERSHIP BEHAVIOURS** | ▪ I articulate a clear purpose for staff and set high expectations for our work and its impact<br>▪ I create a climate of continuous improvement, open to challenge and new ideas<br>▪ I focus resources to drive change in practice and policy at local, national and global levels, to maximise our long-term impact, responding quickly to changing needs, new priorities or crises<br>▪ I use evidence from inside and outside the organisation to understand the root causes of issues, inform decisions and evaluate effectiveness | ▪ I practice and promote a culture of openness and transparency within my team and beyond, including with our sponsors and donors<br>▪ I hold myself and others accountable to achieve the highest standards of integrity, especially in our use of resources<br>▪ I am accountable for ensuring we are a safe organisation for all children, girls and young people<br>▪ I am consistent and fair in the way I treat other people.<br>▪ I expect myself and others to be open about mistakes and to learn from them | ▪ I seek constructive outcomes in discussions. I challenge assumptions but listen to others and I am willing to compromise when it is beneficial to progress<br>▪ I build constructive relationships across Plan International to support our shared goals to develop trusting and 'win-win' relationships with funders, partners and communities, creating solutions together to meet our goals and to support others in achieving theirs<br>▪ I engage and work with others outside the organisation to build a better world for girls and all children | ▪ I actively promote diversity, gender equality and inclusion, inside and outside of Plan International.<br>▪ I listen with humility to others and support those I work with to participate in decisions, to take more responsibility and to develop their potential<br>▪ I encourage a climate that empowers children and young people as agents of change in their own lives<br>▪ I will not tolerate any form of bullying, harassment or discrimination in the workplace |
| **STAFF BEHAVIOURS** | ▪ I have the courage to challenge the way we and others work, to make sure we all achieve the best results | ▪ I hold myself and others (inside and outside the organisation) to account for what we have agreed to do and the impact of our actions on others | ▪ I offer information, experience and support to colleagues across Plan International and others to help us meet our shared goals<br>▪ I abide by agreed codes of conduct in my work with my team and others | ▪ I help to create an environment where children, young people, communities, partners and colleagues are supported and feel safe<br>▪ I respect and pay attention to each person's rights and needs |

| VALUES | We strive for lasting impact | We are open and accountable | We work well together | We are inclusive and empowering |
|---|---|---|---|---|
| | ▪ I take the initiative to find new and better ways of doing my work<br>▪ I focus my effort where it will make the best contribution to Plan International's purpose and strategic goals<br>▪ I am flexible and change my ways of working when needed<br>▪ I seek and use information on the efficiency and effectiveness of my work to improve my contribution<br>▪ I persevere and encourage others to maintain a positive outlook in the face of setbacks and adversity | ▪ I am open, honest and transparent about my work<br>▪ I am not afraid to admit mistakes; I try to put them right and do better next time<br>▪ I willingly share information to support effective decision making in my team and beyond<br>▪ I stand up and challenge others when I see wrong doing<br>▪ I am honest in how I use resources and do not waste them | ▪ I develop improvements and solutions by working collaboratively with colleagues and others<br>▪ I help colleagues in my team and others to tackle challenges and celebrate successes<br>▪ I ask for help when I need it, seeking and listening to feedback from others in order to learn and improve<br>▪ I value contributions from colleagues across Plan International | ▪ I listen to others with humility and value their opinions, beliefs and perspectives, challenging my own point of view<br>▪ I confront and challenge both direct and indirect forms of discrimination, gender inequality, bullying and harassment<br>▪ I encourage those I work with to influence decisions and develop themselves<br>▪ Where appropriate I involve children and young people in the decisions that affect them |