

## Improvement Analysis ActionAid International April 2017

### Feedback and complaints handling (NGO2)

ActionAid has a [Complaints and Response Mechanism Framework](#) in place. While in 2013, only 17 countries reported to have received and registered complaints; the number of self-reporting country offices increased to 31 in 2015. Since having an effective complaints process is a core aspect of accountability, the Panel is concerned that only two-thirds of AA entities are currently reporting to the Secretariat on this indicator and would like to know the steps being taken to ensure 100% reportage.

Moreover, the reference to AA-UK having “robust systems to monitor, capture and resolve complaints” implies that other AA components use different, perhaps less robust, approaches. Unless there are reasonably similar approaches, aggregating country data to provide a global record means little. The Panel would also be interested to learn more about the substance and origin of the complaints (previous full reports have provided fuller information) and, most important, what action was taken to address / resolve the mentioned 1,419 complaints.

It is suggested to look at Oxfam GB's example on how to capture learnings from feedback received (see [Oxfam's 2013-2014 report, pages 58-60](#)). Moreover, the majority of mentioned complaints are aggregated in the category “other” and more clarity would be helpful.

#### **Actions taken**

### Staff appraisals (LA12)

The number of staff having completed performance management reviews decreased from 93% (reported in 2012) to 77% (2013) to 63% (2015). It would be good to understand why this number decreased so significantly and how ActionAid plans to improve numbers again. Is there evidence that appraisals work well in practice?

#### **Actions taken**



### Diversity of Board and senior leadership (LA13)

Both the International Board and senior leadership show a relatively balanced gender balance; although the aim is to increase female leadership from 46% (2015) to 50% going forward.

Beyond gender, the 2013 report mentioned that it was decided that staff diversity data at the International Secretariat level will be collected from 2017 onwards; diversity data across the federation will have to follow at a later stage. The Panel would be interested to know why it is so challenging to gather data on staff diversity.

#### **Actions taken**