

Improvement Analysis Plan International February 2018

Involvement of affected stakeholder groups (NGO1)

A comprehensive response is provided, outlining how Plan International involves stakeholders in its programmes, strategy development, and governance.

The Standards for Child Centered Community Development guide the involvement of stakeholders in the design, implementation, monitoring and evaluation of Plan's programmes, and is a key component of the Programme Quality Policy. The details that have been provided suggest a well thought out and comprehensive set of standards. However PI has not shared these standards with the Panel and does not appear to make them public (although PI's bidding documents for external tendering does list a variety of standards that bidders are obliged to keep to). A link to the Standards is requested in the next report.

Stakeholders are involved through consultations, surveys, focus group discussions, participatory approaches in project design, and by being involved in project management and implementation committees.

The Panel appreciates that an internal review of the implementation of the Standards was undertaken in 2016. Overall, the understanding and use of the Standards were high, but a clearer process for monitoring and improving their use was needed. It is clear that Project Management and Control Framework Audits are the tools by which Plan can track programmes' accountability to communities and partners (and other programme quality indicators). Are these documents shared with relevant stakeholders or used to prepare reports that are shared with partners and other stakeholders? The Panel looks forward to an update on these efforts in the next report.

A number of initiatives to improve the participation of young people in internal governance were also listed. Again, the Panel appreciates the self-reflective assessment of how these are being applied in practice, and looks forward to updates in future reports.

Procedure for local hiring (EC7)

It is stated that Plan International advertises its posts in both the local and global market pools, and "applies a consistent approach" to the selection process. However, the details of this process are not provided.



As such, the Panel repeats its comments from its feedback letter on Plan's last full report: it is important to understand Plan's approach to prioritising local hiring. What is Plan's approach to hiring local staff (including senior level)? How does Plan ensure that their hiring practices build overall local capacity and do not undermine local NGOs or the public sector?

Plan could refer to [Amnesty International](#) (pg. 25) or [Action Aid](#)'s responses to this question as examples of good practice.

Diversity of workforce and governance bodies (LA13)

Data on the International Board was provided with a breakdown by gender and geographic representation. The top 100 senior management positions are broken down by age and gender, and the Panel commends Plan on improving the gender balance from 35% female in 2013-2014 to 44% female in 2015-2016. Does Plan have any targets in place in this regard?

The Panel repeats its previous requests for information on the representation of staff from the Global South in the top senior management positions, as well as other diversity factors.

Ethical fundraising and marketing communications (PR6)

Plan's fundraising activities lie with National Organisations, which comply with local laws. However, global policies on Corporate Partnership, Ethical Engagement, Gifts in Kind, and standards on sponsorship exist – links are requested in the next report, as well as a summary of relevant key points. Data on complaints relating to fundraising are not collected centrally. However, the Panel would like to know how such complaints would be dealt with in general.

Are there also policies in place guiding communications and promotion of Plan's activities? The Panel also repeats its comment from its previous feedback letter that major donations and gifts should be published on Plan International's website.