

Improvement Analysis Plan International *June 2015*

Strategic understanding of accountability (1.1)

Plan's so-called federation-wide *Mutual Accountability* understands accountability as a more consistent and results-driven way of making decisions *internally* which also enhances Plan's external credibility. However, apart from looking at internal accountability among Plan members, there is no explanation how accountability drives Plan's strategy. The Panel assumes that *Mutual Accountability* is part of an overall accountability approach which would need to further clarified in the next report. Why is accountability strategic to increasing impact?

Actions taken

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Holding national entities to account (3.8)

The Panel would be interested to know what systematic assurance Plan has in place to ensure that their National Offices are aware of the requirements of the Charter and fulfil the accountability commitments. Plan's general basis for reporting beyond financial data should be clarified in the next report.

Actions taken

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Ensuring performance of the highest governance body (4.10)

The Panel would be interested in the next report how the information from the NGC+ effectiveness review of the Members' Assembly is used; how they are used by the Assembly to inform their practice; if or how they communicated to a wider audience; and how they have shaped organisational development.

Actions taken

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Lessons learnt from partnership survey (4.17 / NGO1)

Keystone conducted an external survey which emphasised that Plan has to improve ensuring that they are operating most effectively as a partner. What concrete steps / lessons learnt evolve from the Keystone partnership survey? The Panel looks forward to the development of a set of Partnership Standards.

Actions taken

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Low numbers of systematic workforce training (LA10)

The Plan Academy provides an opportunity for continuous learning on Plan's Child Centred Community Development approach. However, 1,015 learners participated which is only 10% of the overall workforce of 10,092 employees in FY2014 (if all learners were employees but it seems that they can even be from Plan's partners). Workforce training is essential to develop staff in a fast changing world to be able to deliver the quality of work Plan have set themselves to deliver. How are training needs identified? How

much does Plan invest (as % of the overall administrative budget) into training their workforce?

Finally, the Panel supports Plan's rollout of the Learning and Development module of their new Human Resources Information System in 2016 and looks forward to being informed on progress in future reports.

Actions taken

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Handling and analysis of internal feedback and complaints (NGO9)

Links to mentioned policies (Grievance Resolution Policy, a Global Complaints Policy and a Whistleblower Policy) should be provided in the next report. Moreover, Plan is encouraged to provide evidence that these policies are used in practice, how many complaints were received and if they could be resolved satisfactorily.

An Employee Engagement Survey is undertaken externally every three years and results are analysed on different levels. Plan is encouraged to share the results with regard to employee satisfaction at the workplace and to further describe the action plans resulting from feedback provided by staff.

Actions taken

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Follow-up from previous reports

The Panel criticises that some questions raised in previous feedback letters were not answered or even addressed in this report. Additionally, previous answers were copy-pasted into this report although the Panel had asked for more information on particular issues. Plan is urged to take this Panel feedback seriously and to respond to questions asked in the next report.

Actions taken

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