



ACCOUNTABLE NOW

JUNE 2020 PLAN INTERNATIONAL INTERIM REPORT

EXECUTIVE SUMMARY

Accountability must remain at the heart of our work as we enter a new decade. It is a decade which has already thrown up challenges that demand we evolve and improve. The global COVID-19 pandemic demands that we are resilient and agile as an organisation, and that we work with the communities we serve to help them build resilience. The escalating climate crisis requires us to step up our global advocacy on environmental protection, amplifying the voices of girls and young people fighting for a sustainable future; and that we take clear measures to make our own operations as sustainable as possible. And the Black Lives Matter and #MeToo movements and ongoing gender and racial injustices mean that we need to re-evaluate power structures within our organisation, working to decolonise the development sector and tackle the conscious and unconscious biases that all too often mean colleagues feel undervalued and discriminated against.

COVID-19 has dramatically changed the ways in which we work. We are undergoing significant transformation processes in terms of our environmental impact, feminist leadership principles and power structures, and the information in this report does not offer a comprehensive picture of where we are today. Change is picking up pace and, together, we are 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 empower.

Environmental impact

We are increasingly responding to climate crisis-related emergencies. With flooding, droughts and other climate-related phenomenon affecting the communities in which we work every month of the year, this is not an issue we can afford not to address with the upmost seriousness and haste. The pandemic has taught us that it is possible to conduct many meetings and assemblies virtually, and we intend to use this moment as a turning point in the way we do business.

We have taken significant strides in the past year. In late 2019, an environmental steering group was established within Plan International to provide leadership and momentum to the organisational climate initiatives underway. There are more than 60 staff working on climate-related projects within the organisation globally and we are growing resilience in programming and influencing work around the climate crisis in line with the demands of girls and young people across the world for urgent climate action.

Openness and transparency

We continue to take steps to strengthen our accountability to staff, partners and the girls, children and communities we exist to serve. In recent months, we have been working to improve staff feedback mechanisms; take a truly collaborative approach to our partnerships; and expand child-centred and child-participatory feedback mechanisms. Listening to and being guided by local partners and communities is of vital importance to achieving lasting and effective change, and our commitment to girls' and grassroots leadership should be reflected in both our feedback mechanisms and our choice of partners.

We must continue to address power imbalances, make complaints handling and safeguarding procedures as robust as they can possibly be and foster a culture of openness and transparency by making our code of conduct and other key information publicly available on our website.



Racial justice and intersectional feminism

As of Spring 2020, we have outlined measures to be taken at the Global Hub to meet the immediate needs of staff of colour and are engaged in ongoing dialogues in all our offices to develop and implement an Anti-Racism Action Plan for the whole organisation. We imagine an Action Plan that is broad and detailed and that covers recruitment, policy, data collection and organisational capacity as well as support and training services for staff and managers. This is just the beginning, and over the coming months we must be ready to support safe and open conversations about race, to learn from our successes and inevitable mistakes, and to challenge ourselves to become anti-racist in every facet of our work. We cannot and will not stand idly by as the world sees renewed demands for action against racism. Our feminism must be truly intersectional.

Steps in the right direction

In recent years, we have made positive steps to become more transparent and legitimate and must continue in this direction. We are reflecting deeply on our safeguarding approach and how we exercise power, to ensure that this reflects our intersectional feminist leadership principles; we are modernising our systems and processes to enable us to be less hierarchical and more transparent; and we are committed to improving our environmental impact. COVID-19, alongside pre-existing crises of inequality and climate change, marks a turning point for the sector and for the world – and Plan International is no exception.

AB Albrechtsen, CEO Plan International



INTRODUCTION

This interim report includes more information against those areas highlighted in the Accountable Now feedback report. The feedback report included requests for more detail around environmental initiatives, stakeholder feedback and complaints mechanisms. Links and attachments are also included to support the responses.

C4: Responsible stewardship for the environment

Accountable Now feedback

The report states that this is an area for improvement and that Plan is looking at measures such as reducing travel-related carbon footprint and improving fleet management.

It is however not clear if anything is currently being done towards environmental sustainability. The issue is also deeper than the travel items mentioned above, and we would want to see information on recycling, using energy efficient appliances, vegetarian/local catering for events, conducting online meetings where possible, etc. In spite of the Panel having flagged a concern about this issue in its previous feedback it appears that still no progress has been made on this topic, which is one of the 12 commitments all AN members have signed up to.

The Panel requests that Plan outline more concretely the timeline for any next steps and when measures are expected to be implemented.

This is one of the key areas to focus on in the next report.

Plan International initiatives:

In November 2019, an environmental steering group was established within Plan International recognising the need to provide leadership for the organisational climate initiatives underway and strengthen our work in this vital area.

Work to date includes:

- strengthening our profile around climate change and girls
- Assessment of our own carbon footprint and the environmental impact of our operations.
- developing guidance around environmental impact assessments for programming
- delivering high profile research and establishing influential partnerships
- growing resilience programming and influencing work around the climate crisis

A recent mapping exercise highlighted that there are more than 60 staff working on various projects related to climate and the environment within Plan International globally. Plan International has developed four environmental ambitions with associated milestones for FY20 in the following areas:

1. Environment impact assessment

Plan International is aiming to build in positive environmental measures to its projects and to ensure no harm where possible and align any agreed measures to project cycle procedures.

2. Programming and resilience framework

Resilience building and preparedness efforts have been completed and rolled out to Country Offices. This framework will influence Country Strategies, programmes and projects. Programme Specialists are connecting across our Areas of Global Distinctiveness to influence programming, including youth and entrepreneurship opportunities for a green economy, social impact investing, climate in education, climate in protection from violence, and Sexual and Reproductive Health and Rights.

3. Environment footprint

Plan International is working with the International environmental consultancy EcoAct to develop a user-friendly approach to measure our carbon footprint across the organisation. The aim is for data to begin to

be collected on travel, water, paper and waste from April 2020 across all Plan International, Inc. offices and National Organisations. This data collection will then be embedded into Plan International's annual reporting requirements from FY21 onwards.

Other ways to reducing our footprint have been identified and are being trialled at the Global Hub with a view to encouraging similar measures across the global organisation where feasible. These include improved recycling, trialling vegetarian only catering for meetings and sharing best practice through the Global Hub environment group that meets regularly and shares ideas that could be rolled out across the organisation. e.g. digital meeting solutions.

The Global Hub has invested in improved audio-visual equipment to facilitate and encourage seamless online meetings that take place across the organisation.

4. Climate Policy, Positioning & Influencing

Plan International is driving a coordinated approach to research on the climate impact on girls with findings being used to influence programmes internally and policy externally. We are supporting youth activism in climate work and strong girls' voices at relevant global and national events.

We are working to ensure that Plan International is visible and influencing at global events including the UNGA and COP26 on issues affecting girls from the climate crisis.

This work is supported by our 2019 position statement on climate change.

<https://plan-international.org/publications/climate-change-focus-girls-and-young-women>

We are also regularly publicising the impact of climate change on girls' lives.

<https://plan-international.org/news/2019-09-19-climate-change-has-devastating-impact-girls>

<https://plan-international.org/emergencies/effects-of-climate-change-girls-rights>

<https://plan-international.org/emergencies/5ways-climate-change-disrupting-girls-lives>

Other internal initiatives

Governance meetings: The International Board and Members' Assembly meeting location moved from Amsterdam to Brussels in 2019 in order to facilitate more environmentally friendly rail travel for staff and governors located in Europe. All Global Hub staff travelled in November by train for the Members' Assembly and International Board meeting and will continue to do so throughout 2020.

Policy: the new Plan International Travel Policy applicable to the Global and Regional Hub staff and Country Offices has an environmental focus and encourages a climate aware approach to booking travel including for example trying to meet online or use rail or road if possible as an alternative to air travel.

E1 Stakeholder feedback

The response outlines how Plan invites feedback from its partners (through direct annual reviews and a confidential annual partnership review) and notes that 60% of partners responded that working with Plan had made them a better organisation. Further key findings are mentioned under question E3. In addition to these annual reviews, are there periodic check-ins with partners, or other avenues they can use such as a general feedback mechanism?

In terms of feedback from children, Plan's key stakeholder group, a verification audit against the Core Humanitarian Standard identified feedback and complaints mechanisms in emergency response as an area for improvement. Plan has since created a new guidance document and toolkits to guide consultation with stakeholders on appropriate accountability mechanisms, establishing those mechanisms, recording feedback, and closing the feedback loop.

It would be helpful to know what the guidance recommends e.g. in terms of how frequently feedback is sought, what mechanisms to use (surveys, focus group discussions, a phone line, online forms, or feedback boxes, etc.), and whether there

are specific child-friendly mechanisms. The Panel would also like to know about current practice in this regard, and if there are plans for progress, what these are.

Some information about how internal stakeholders, i.e. staff, are able to provide feedback is provided under question D2 above. In addition to the annual staff survey, are there other mechanisms for staff to provide feedback, such as an internal feedback and complaints mechanism, staff meetings on certain issues, etc?

Can Plan be more explicit about how it seeks to involve grassroots stakeholders and share any examples of decisions taken or changes made in response to feedback received from them? Can Plan also explain why only about half its County Offices are holding annual reviews with their partners given, we are told, this is expected of them?

This is an area to focus on in Plan's next interim report.

Building Better Partnerships (“BBP”) Guidance

One of the seven key steps to managing successful partnership includes the need for annual and regular feedback that is both formal and informal. The guidance highlights the need to have ‘simple ways for staff to share feedback, make comments or raise concerns about each other’ and goes into detail on the importance of having a face to face annual review session as a forum for open an honest discussion alongside the annual partnership survey. The annual review is the chance to reflect jointly on progress made against partnership objectives and activities agreed at the start of the partnership with a view to continuous improvement. The practice of holding annual partner review meetings is improving both in quality and quantity with the support of the BBP guidance alongside partnership upskilling work and adding partner reviews as a management Key Performance Indicator. In FY18, 38 countries conducted annual reviews with 100% of their partners. The BBP guidance is attached to this report.

Staff Feedback

Other than the annual staff engagement survey, staff have regular one-to-one meetings with their managers, and a mid-year and annual appraisal through which to give feedback. Feedback can be given directly to managers or confidentially to other colleagues through requests for feedback on others as part of the review process. In the Global Hub, each department has a Human Resources Business Partner who acts as a focal point for the department and offers an additional route through which to give feedback. Regular team and departmental meetings as well as monthly all staff meetings across Plan International provide an opportunity to engage with the leadership. These are complimented by online ‘Global Conversations’ with members of the Leadership Team where staff can comment online.

Country Offices conducting partner reviews

Whilst FY19 was the third year of the annual partnership survey, it was the first year that it became a mandatory requirement in annual reporting for Country Offices and as such there was a significant increase in the participation with 50 offices (including Country Offices, Regional Hubs and a Liaison Office) gathering responses from 765 partners from a wide variety of sectors including community based organisations (representing 22% of partner responses). This represents an increase of over 50% in Plan International Office participation and 45% increase in partner responses in comparison with FY18. Offices will continue to be supported for the upcoming FY20 reporting period to ensure they have the capability to manage their partnership reporting processes. There is consideration to add ‘youth-led organisations and groups’ as a category for next year’s partnership survey and Plan International is continually looking at how to boost the partner response rate.

Action in response to partner feedback

Partner feedback is used across Country Offices as a key consideration in the development of its multi-stakeholder partnership strategy. For example, in the Bangladesh Country Office, partner feedback led to the development of a communication protocol for partners, internal reflection guidelines upon the completion of project or partnership and developing a local version of the partnership survey template for youth organizations and local level Civil Society Organisations.

Further examples of action and recommendations planned as a result of the survey responses are included in the Annual Partnerships Survey Report attached.



E2 Stakeholder engagement

Plan mentions that their Country Strategy and Project Management guidelines stress the importance of involving partners at all stages of projects. The Panel requests more details on this in the next report; can Plan provide a link to or summarise key relevant points from the guidelines (the Building Better Partnerships document would also be of relevance here) and provide some examples of how engagement of partners works in practice?

Outcomes from an annual partner survey are also referenced, with 32% of responding partners saying they would like to be more involved in strategic decisions, and 26% stating that Plan were good at doing this. Are there any plans to respond to the results and work to improve how partners are involved in strategic issues?

Beyond partner engagement, here we would also like to see information about how key stakeholder groups (children and the communities Plan works in and Plan's CBO partners) are engaged in the planning, implementation, monitoring and evaluation of activities. Some information is provided under question D2, with reference to the Global Policy on Programme and Influence Quality, but some examples to show how this is implemented would be helpful. Are these groups also involved in strategic planning or advocacy activities?

This is an area to focus on in Plan's next interim report.

Partner involvement and engagement in practice

The Building Better Partnerships Guidance is attached to this report. Case studies offer several examples as to how partnership involvement and engagement is embedded throughout the life cycle of a partnership. These include:

- **Lebanon:** In the Lebanon country office, partnership work is now factored into local risk assessment and strategy. Initiatives include having dedicated finance staff for partnership management and monitoring, investing in capacity building for partners, amending partnership agreements to account for partner input and drafting a bespoke partnership guidance document for use in Lebanon. In addition, partnership agreement and assessment templates have been amended following partner feedback to be more comprehensive and now include partnership principles, behaviours and accountability.
- **Sierra Leone:** In the Sierra Leone country office, action plans are now developed following the results of the partnership survey and include the timely transfer of funds and increased collaboration between Plan International and its partners. In addition to the annual partner review, quarterly reviews focusing on project performance with partners have also been successfully introduced alongside an end of partnership evaluation which helps to inform next steps for the partnership. Finally, an annual partnership workshop now takes place where the results of the annual partner survey are discussed.
- **Senegal:** There has been a notable positive impact in Senegal following partnership upskilling workshops including a change in terminology used, greater levels of communication with both formal and informal feedback mechanisms and overall a more positive, friendly partner relationship. In addition, the presence of a partnership specialist in Senegal has improved regular communication between Plan International in Senegal and its partners.
- **Bangladesh:** Following the completion of events around the 16 days of activism in 2019, the Bangladesh Country office hosted a reflection meeting with the partnered youth organizations involved in the campaign. This provided an opportunity to discuss in more detail what went well such as young people improving their ability to work well together through the partnership, to network with other organisations and increased learning through strong orientation on project and financial management. Areas for improvement included some confusion around revisions to the budget for partner organisations and working to a tight schedule.

Stakeholder engagement

Localised stakeholder engagement takes place across the organisation. Below are some examples of Country Office engagement with stakeholders to support programme planning, implementation, monitoring and evaluation.

Bangladesh Country Office engages with stakeholders throughout the project cycle where formal feedback is gathered. In projects, programme participants engage in the decision-making process and at an organizational level, the system of Annual programmatic Outcome Monitoring is used for reflection where stakeholders provide feedback on programme quality. The Bangladesh Country Office is developing its multi-stakeholder partnership strategy where partner feedback is considered. For example, based on the partners feedback, a communication protocol for partners was drafted, internal reflection guidelines were created following the completion of a project or partnership, and a local version of a partnership survey template for youth organizations and local level Civil Society Organisations were also developed.

Sierra Leone Country Office engages its stakeholders in the early stages of proposal development to help understand the issues and the challenges in their respective communities. For instance, during the preparation of concept notes for Sponsorship Approval Documents, sponsorship families and community stakeholders are engaged and consulted on through a needs assessment. The outcome of this engagement informed the development of the concept note.

For the upcoming Financial Year 2021, the Global Hub will reach out to all Country Offices to discuss in more detail their response and capacity needs to improve their work with partners with a focus on inclusion in strategic issues. In addition, further 'light touch' evaluation is planned to understand more about current practices of how partners are involved in strategic planning. During FY21, a number of Country Offices will also receive targeted support in their Country Strategy Processes in the field of partnerships and civil society strengthening.



A child and youth participation study is planned for FY21 to look at how to engage key stakeholder young person groups further in planning, implementation and monitoring and evaluation of activities within our programmes and projects.

E3 Main likes/dislikes from stakeholders and organisation's response

Results from Plan's annual partner survey are mentioned – 32% of partners appreciated the capacity building Plan offers, but 40% said they would like this to be improved. In response, Plan is providing more guidance to its country offices on how to support partners, and has updated the Building Better Partnerships guidance. Were there any other issues raised – either positive or negative – in the annual survey, beyond capacity building?

The Panel would also like to know about feedback received from the children and communities Plan works with, and how Plan is responding. It will be interesting to follow whether the new Child-Centred and Child Participatory feedback mechanisms guidance leads to more feedback coming in, and the Panel looks forward to any key takeaways in future reports.

Finally, what were the key likes or dislikes expressed by staff in the Global Employee Engagement Survey and how is Plan responding to this feedback?

The Panel requests more information on these points in the next interim report.

Annual Partner Survey

The Annual Partnership Survey Report is attached to this interim report. It highlights that the majority of respondents were positive about their experience of being a partner of Plan International. They noted in particular staff treating partners with respect and acknowledging the work they do. To 'Invest more in strengthening the capacity of our staff to carry out their work' and 'involve us earlier in strategic decisions' were responses that scored both as a positive for some partners and an area for improvement for others. The case study of the Zimbabwe country office in the report demonstrates how the involvement of partners at all levels including strategy is becoming integrated.

Acknowledging the possibility that some partners may not feel able to respond honestly through this feedback mechanism, during 2020, other methods of gathering partner feedback will be explored.

Feedback from Children and communities where Plan International works and how it is being used

Our offices are increasingly diversifying the methodologies used for engaging girls, boys, and their communities through age and gender appropriate feedback mechanisms. The Child Friendly Feedback Mechanisms Guidance and Toolkit has been reported to be a useful, practical guide that teams are able to use in different settings supporting their work with communities. This has not only led to being able to gather more feedback, but teams are also receiving comments about the feedback channels themselves. In some cases, for example, feedback boxes are preferred when people do not feel comfortable speaking about certain matters. However, in other cases, participants have noted they prefer dedicated feedback sessions and face to face meetings because they feel more capable to speak out in that environment and are not comfortable with written feedback.

Responses to feedback are usually managed in the first instance by field-based staff who are able to give immediate answers. Those not able to be responded to directly follow the response pathway established by the individual offices. This most commonly involves bringing the feedback to the attention of the project manager either directly or through a committee that is formed to record, analyse and jointly decide on how to address or act on comments. Only serious concerns or those requiring more strategic decisions are escalated to the designated individuals responsible (for example referrals regarding Safeguarding concerns).

Data on feedback received is not currently aggregated across offices to analyse trends. However, Plan International has a standard template that is part of the Guidance and Toolkit for the recording of feedback and closure of the loop that offices are being asked to use. It is hoped that this will help look at trends across the whole organisation and not only in individual offices.

Our Global Hub is continuing the roll out of the Child Friendly Feedback Mechanisms Guidance and Toolkit to support the uptake of its use while also gathering evidence on its impact and implementation. The roll out will focus on integrating the set up of feedback mechanisms to suit individual office ways of working and the evidence gathering will support best practice sharing.

Alongside the planned child and youth participation study taking place in FY21 and the BBP guidance, a how to guide has also been developed specifically advising on how to partner with youth led organisations and includes a section on how to engage with young people for feedback. 'Pathways to Partnering with Youth-led groups and Organisations' is attached to this report.

Global Employee Engagement Survey results

The results from the mini pulse staff engagement survey carried out in 2019 demonstrate a continued higher than average response for staff in the sector with 86% of staff recommending Plan International as a good place to work.

High scoring answers (over 90%) included being clear on how staff roles contribute to the objectives of the organisation, cooperation and teamwork between colleagues and working together to get the job done. All other scores had a high positive percentage between 70-90%. The only negative score was 43% in relation to bureaucracy preventing staff from doing a good job.

Actions as a result of employee engagement results include:

- More transparent, open, honest and clear communications (as outlined in the staff feedback response to E1) across the organisation including in particular for teams around planning and budgeting and with Country Directors.
- Improved information sharing, proactive communications and clearer protocols for employees through increased use of the Plan International intranet PLANet.
- Embedding our Values Based Leadership framework underpinned by feminist principles and beginning the rollout of the Management Development Programme.
- Prioritising staff well-being with the introduction of Mental Health First Aiders at the Global Hub and managers being trained in managing mental health.
- Team building events to build trust between team members and help to create an open and positive workplace.

G1 Availability of key policies and information on your website

Plan's audited financial statements (combined for the whole worldwide network) and [annual report](#) are available on their website. An accountability page also lists their commitments and memberships of various bodies - but does not link to policies or other relevant information relating to accountability.

Plan's Code of Conduct and various policies which have been mentioned in the report are not available online. The Panel repeats its previous requests for Plan to upload these, as they are key for stakeholders to be able to understand how Plan works and to hold the organisation to account. At a minimum, we expect members to put their Code of Conduct and policies related to complaints, feedback, whistleblowing and safeguarding online. Given the focus of the organisation, we would also encourage developing child-friendly versions of certain key policies.

This remains an area for improvement.

Response:

Our website's accountability page has been updated to include links to the Global Policies including the code of conduct which is included in appendix 1 to the Global Policy on Values, Conduct and Whistleblowing.

<https://plan-international.org/organisation/accountability-policies-commitments>

Given the technical nature of the language used in our Global Policies, it would be difficult to create child-friendly versions and unlikely that they would be accessed through the website. However, children and young people policy awareness and understanding is embedded throughout the Global Policy on Safeguarding Children and Young People as outlined below:

Purpose

Children and young people we work with are aware of our responsibilities to prevent and respond to any harm against them arising from actions and behaviours of our Staff, Associates and Visitors, and, the routes for reporting such incidents.

Policy Statement

We ensure all who work with and engage with us understand and are supported in their meeting safeguarding roles and responsibilities. We take positive action to prevent anyone who might be risk to children and young people from becoming involved with us and take stringent measures against any Staff, Associate or Visitor who perpetrates an act of violence against a child.

We promote the active involvement of children and young people in their own protection.

Applicable Requirements

We have a responsibility to inform and empower children and young people so that they learn about and are better able to exercise their rights to protection. We will work with children and young people ensuring they understand the essence of this policy, our safeguarding commitment and the means by which they can report policy breaches. We will also involve them in the development of safeguarding measures within Plan International in accordance with their evolving capacities.

Roles and Responsibilities

Children, young people and communities with which we engage, work or are in contact are made aware of the provisions of this Global Policy to ensure they have the confidence and ability to report any incidents occurring against children and young people.

Appendix 2: Guidelines for implementing safeguarding in practice.

1. Prevention: The Organisation must take appropriate measures to manage child and/or youth safeguarding risk factors and prevent abuse and exploitation before it occurs. Prevention measures should include organisational safeguarding policies, codes of conduct and associated procedures; the management of safeguarding risks in relation to its operations, activities and interventions; and the production and promotion of 'child and young person friendly' safeguarding information and resources.

2. Code of Conduct: Each Organisation is required to ensure that their personnel avoid any behaviour or conduct that compromises the safety and protection of children and/or young people within its activities, operations and programmes. In addition, programmes and activities working directly with children and/or young people or involving direct contact between the same should develop guidance on expected and acceptable behaviour for children and/or young people towards each other. This should be incorporated into policy and practice documents.

5. Awareness: The Organisation should ensure that all personnel, sub-contractors or consultants or affiliates involved with children and young people's programmes are aware of safeguarding risks, policies and procedures; and their safeguarding responsibilities. In addition, children and/or young people engaged and their parents, guardians or carers should be informed of the same so that they know what behaviours to expect and how to report any concerns.

7. Participation of children and/or young people: Children and/or young people should be actively, meaningfully and ethically involved in the development of safeguarding measures in accordance with their evolving capacities. Children and/or young people must not be treated simply as objects of concern but rather listened to and taken seriously and treated as individual people with their own views.

J3 Complaints handling mechanisms and overview of complaints (internal and external)

The report refers to an external hotline for fraud and corruption issues and another mechanism to report safeguarding issues. The latter is child-friendly. The Panel strongly encourages Plan to put relevant information and policy documents on its website so that stakeholders can easily find and use them.

A Grievance Policy exists for employment matters, as well as the revised Whistleblowing Policy mentioned in the previous question – again, could Plan explain why so far it has not put these online?

There does not appear to be a general feedback and complaints mechanism for stakeholders to use (for issues other than those specified, e.g. dissatisfaction with Plan's work, fundraising or communications related complaints)- in spite of the fact that previous Panel feedback has urged attention to this. The report states Plan has now "started to work on an overarching" global complaints handling and tracking mechanism, and the Panel recommends that this include a general feedback and complaints mechanism, at a minimum with a dedicated email address. Once this mechanism is in place, Plan expects to be able to report on the number of complaints received and resolved.

This remains an area for improvement, and the Panel looks forward to a progress update in the next interim report. The Accountable Now Secretariat is happy to share good practices on this (pg. 21 of our reporting [guidance document](#) is a good starting



point) and to provide any assistance we can, as this is one of the key areas we would like to see our members progress on.

Plan International's accountability page below includes links to the Anti-Fraud, Anti-bribery and Corruption policy, Grievance Policy and Whistleblowing Policy. It also gives details of how to use the online reporting mechanism, Safecall.

<https://plan-international.org/organisation/accountability-policies-commitments>

Our "contact us" page includes details of how to make complaints around financial accountability via the online form and safeguarding concerns via the child protection email address.

<https://plan-international.org/contact-us>

We have embedded local complaints mechanisms for all those who come into contact with Plan International projects and programmes. Our Country Office standards require the implementation of local complaints mechanisms and these are audited through our Global Assurance (internal audit) department.

Feedback mechanisms are also in place for our humanitarian and development programmes that are audited against the external Core Humanitarian Standards. Plan International standards are aligned with this set of standards. Incident reporting is now consolidated centrally and reported through the Plan International governance structure via the Programme Committee to the International Board.

We continue to investigate the most appropriate and feasible way to consolidate complaints into one mechanism. However, for a global organisation of this size and scope working with individuals and communities in a wide variety of settings, providing one central contact point to handle global complaints would not be the most effective means of reaching all who we work with.

OTHER