



ACCOUNTABLE NOW REPORT 2019-2020

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CEO OPENING STATEMENT

Accountability remains at the heart of our work as we enter a new decade and developing our next Global Strategy. With the global COVID-19 pandemic we have learnt the importance of resilience and agility required from the organisation, and we continue to work with the communities we serve to help them build their 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. We need to re-evaluate power structures within our organisation with the Black Lives Matter and #MeToo movements highlighting the ongoing gender and racial injustices. We need to work to decolonise the development sector and tackle the conscious and unconscious biases that all too often mean colleagues feel undervalued and discriminated against.

We have undergone significant transformation in terms of our environmental impact, feminist leadership principles and power structures. 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.

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. During this reporting period, 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

Since mid-2020, we have outlined measures to be taken at the Global Hub to meet the needs of staff of colour and are actively engaged in ongoing dialogues in all our offices to finalise and implement an Anti-Racism Action Plan for the whole organisation. The Action Plan is broad and covers recruitment, policy, data collection and organisational capacity as well as support and training services for staff and managers. We have supported 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.

In recent years, we have made positive steps to become more transparent and legitimate and will continue to do so. We have reflected 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.

Updates to the last feedback letter

Responsible stewardship for the environment – an update in this report is provided on initiatives and the Climate Change Statement as Annex 1.

Stakeholder engagement - Innovative approaches in Country Offices engaging with communities and programme participants at different stages of programme development are planned in this calendar year and will be included in the next accountable now report

Partners - the Annual Partnership Survey Results are included in this report and how the has been used to inform actions to address findings.

Global Employee Engagement Survey – As provided in the feedback letter (February 2021), the response rate across the whole organisation was 78%, an increase of 4% from the last survey, engaging staff in each all country offices, liaison offices and Global Hub.

Data on staff complaints are standardised and centrally stored. In the next report, there will be further detail on how the complaints are analysed for trends.

In regard to the Safeguarding of Children and Young people Global Policy, increasing awareness and understanding amongst these groups takes place through workshops and for the reporting period over 112,000 children attended these. We do note we need to do more to strengthen the content of the workshop materials, to identify specific risks they may face because of their environment or identity, their rights to be safe from abuse, what behaviours breach our safeguarding policy, what to expect from Plan staff and Associates and how to report concerns. We self-assess against our core standard # 4: Awareness, Communication and Education on Plan's Commitment to Safeguarding, with resulting in 61% full compliance with this standard - the remaining partly meet the indicator, in that workshops and sessions are delivered but the content of the sessions needs to be strengthened.



Anne-Birgitte Albrechtsen

Chief Executive Officer

Cluster A: What we have achieved

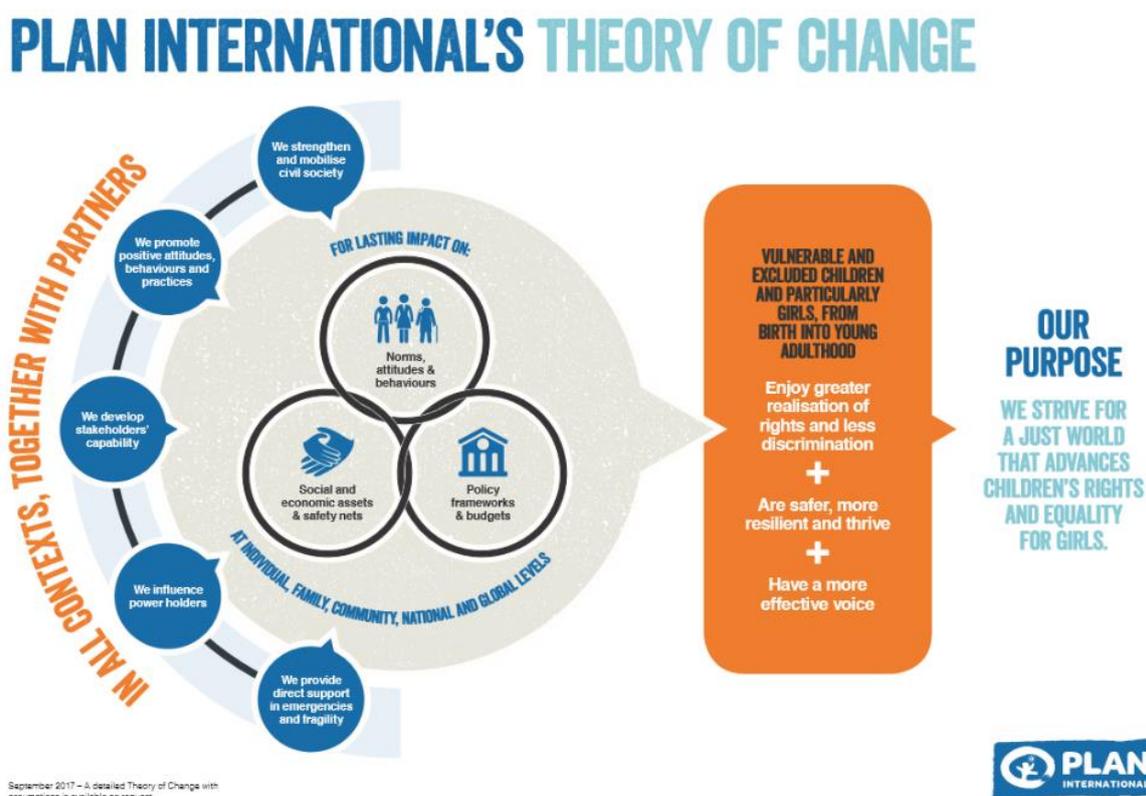
A. The impact we achieve

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

Purpose: 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

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. The Global Theory of Change and programme and influence approach set strategic direction on our six 'Areas of Global Distinctiveness', 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
- Early childhood development.

A 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*, and contains financial and non-financial measures for areas where we are seeking to make change. 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.

Stakeholders are engaged through the annual partner survey with staff involved in the global employee engagement survey, contributing to the monitoring and progress of some of the above measures.

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

Positive progress is seen in regard to '**100 Million Girls Learn, Lead, Decide and Thrive**' for the reporting period and Plan International's aim to becoming a 'go-to' organisation on girls' rights and on becoming a good partner.

In relation to this indicator, there is the challenge of how to address the potential for double counting of project participants between years. This occurs because an individual may be a project participant in more than one year. Following consultation with a number of experts in the previous financial year, it was established that it is not possible to implement a robust approach to address double counting between years. There is therefore an unquantifiable overlap of project participants between years.

In the reporting period, there have been increases in both girls who are direct or indirect participants of project work - an increase of 24% to 5.3 million - and in girls who may be reached by Plan International's influencing activities in the future - an increase of 28% to 25.3 million. COVID-19 has been a significant factor in this, contributing to 9.3 million increase in the number of girls who were direct or indirect participants of projects related to humanitarian response.

In relation to gender transformative programming, there are two measures - the proportion of our programmes that are Gender Transformative and the degree of implementation of our Global Gender and Inclusion Policy.

During the reporting period, a Gender Transformative Marker was introduced as a more robust measure of Gender Transformative Programming and Influencing. It provides a structured review process that allows for collective reflection, ensures common understanding and builds the capacity of staff and partners. Of the small sample of projects that were evaluated and uploaded by the end of FY20, 53% are Gender Transformative and 40% are Gender Aware.

Gender Transformative projects include addressing the root causes of gender inequality and reshape unequal power relations. Gender Aware projects address practical gender and exclusion issues, but do not tackle root causes.

The challenge in the implementation of the gender marker, has been the adoption by Country Offices. During the reporting period only a small proportion of projects had been evaluated using the gender marker and uploaded into the corporate system, with COVID-19 having had an impact on the pace of uptake. This means that the sample is small for robust comparative reporting with previous years.

The degree of implementation of our Global Gender and Inclusion Policy is measured through the Gender and Inclusion Review. This was last completed June 2019 and was not repeated for the reporting period in order to give a realistic time frame for the recommendations from that review and Management Response to be put into place, and also to take account of the impact of COVID-19.

From the last review, priority actions are addressing the following areas:

- Senior leadership
- Country office operations and staff
- Programme and Influencing
- Marketing, communication, and sponsorship

Tracking implementation of actions in these priority areas shows continued advancements in the integration of gender equality and inclusion considerations into HR processes and policies. There is, however, room for improvement in integration of gender and inclusion consideration in marketing and communications, an area where none of the four priority activities have been implemented yet. Another area in need of accelerated effort is how leaders' role-model the attitudes, behaviours, and commitments to ensure rapid adoption of feminist leadership across the organisation and uptake of Planting Equality training for leaders across the organisation. It is important to ensure that accountabilities are clear and that responsible teams have the resources, technical skills, and oversight required to make impactful progress.

'Continuing Delivery Through Transformation', shows sponsorship figures broadly in line with previous years and there has been an improvement in the percentage of actual grant expenditure against budgeted expenditure. Total direct programme and influencing expenditure by country offices increased showing continued growth in the proportion of global income being spent on direct programming and influencing by Country Offices. In total, €48 million of existing funding was repurposed for COVID-19 response activities.

'Organisational Health' -- the results from the Global Employee Engagement Survey show an 88% positive response to the question "I would wholeheartedly recommend this organisation to others as a good place to work". This is the highest we have seen in the last five years. The response rate to the survey was 78%, up from 74% in the previous year's survey.

'Finance' shows that at the global level, the overall income slightly increased by 1% (€10.1 million). The split between unrestricted and restricted income is largely the same.

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

During the reporting period the unprecedented challenge of the global COVID-19 pandemic with profound implications for girls' health, rights, and freedoms; and a powerful new global anti-racism movement that leads us to reflect and ask questions about our sector and how we ourselves operate.

In 2020, our teams all over the world stepped up to respond to a pandemic that threatens to unravel decades of progress on gender equality. Thanks to the hard work and versatility of our staff and partners in difficult circumstances and the generosity of our donors, we have been able to stand with girls to stop the setback. Millions benefited from our immediate crisis response, which included public health campaigns and vital support for hygiene and handwashing among vulnerable populations. We adapted programmes on child protection and gender-based violence, education, and youth economic empowerment to meet spiking demand caused by the crisis and, in particular, improved digital delivery, including virtual tools to maintain children's education.

Global calls for action against racism have challenged all organisations, including our own, to reflect, learn and act. In June 2020 we launched a comprehensive Anti-Racism Action Plan, covering improvements to our programming and influencing work, our recruitment systems and processes and governance, as well as support and training for staff and managers. This is an important step in a long process of structural and cultural change for Plan International.

To resource our strategic ambitions, we are working to grow income, build a more financially sustainable organisation and become more agile, effective, and lean. We will continue our work with communities and partners to ensure that girls, children, and vulnerable groups are protected and supported through the COVID-19 crisis. And we enter a new year energised to work with and for girls to create the more resilient, equal, and sustainable world they demand and deserve.

B. Positive results are sustained

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

Our Global Policy on Programme and Influence Quality establishes a clear vision, direction, 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, aim to 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 provides 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, and as such are also subject to crises and fragility.
- 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 promotes 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 includes 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 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. 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, outcomes are captured to influence decision makers and power holders at the local, national, regional, and global levels.
- Adaptive and innovative programmes are designed and implemented based on the inputs of children and young people, particularly girls, and communities to ensure that our work is useful, relevant, and respectful.

Successes for the reporting period include:

Global campaign ‘Girls Get Equal’ - 68 offices reported 314 significant impacts made on girls’ rights issues through our influencing work around the globe.

The intersection between level of significance of the impacts and Plan International’s level of contribution suggests that a high contribution from Plan International tends to result in impacts of higher significance for the rights of girls.

Most achievements in influencing work is in contributing to the passing or adoption of 27 new laws, regulations, policies, guidelines, action plans, strategies, or resolutions. There have also been 17 significant changes to the implementation, application or administration of existing laws, policies, regulations, guidelines, etc. on girls’ rights issues.

Looking across the years, it is possible to identify a number of “early stage” impacts from influencing which have matured and will continue to evolve over the next several years through building on initial positioning and engagements. These include laws, regulations, policies, and strategies under formulation, which, once endorsed and implemented, will have positive effects on the lives of girls and will contribute to greater gender equality.

In many of these cases, there will need to be a sustained focus from Plan International, often as part of a wider critical mass of collaborators, to achieve transformative change. Further examples of this include regionally-based and international partnerships which have potential to be highly effective to expanding the scope of impact through influencing going forward – but which will also need consistent, innovative investments of staff time and creative skills over the medium term.

Global Partner survey - During the reporting period, the fourth such global survey was conducted. A total of total 57 offices participated in the survey (52 Country Offices and four Regional Hubs and one liaison office) with 1164 responses by different partners. This response rate was 54% in partners compared to previous year (which was 38% response rate). It is estimated that between 2100-2200 partners were invited to complete the survey. The survey took place while many offices were impacted by the response to COVID-19, and the strong engagement with the survey demonstrate the value which Plan International offices place on it in helping them to improve their work in this area.

Partners responding to the survey include:

- National Civil Society Organisations/Networks (32%)
- Community Based Organisations (19%)
- Governmental Institutions (21%)
- International NGOs (8%)
- Child/Youth Led Organisations (6%)
- Civil Society Networks (5%)
- Private Sector Organisations (4%)
- Intergovernmental Organisations (2%)
- Academia/Research Organisations (2%)

The remaining 1% were of some different type or did not respond. Youth/Child-Led Organisations and Civil Society Networks were included as categories of organisation for the first time, as these are areas where growth is expected.

The majority of respondents were positive about their experience of being a partner of Plan International; they particularly mentioned staff treating partners with respect and acknowledging the work the partners do. The highest scoring areas for improvement were “Invest more in strengthening the capacity of our staff to carry out their work” and “Involve us earlier in strategic decisions”.

Child/Youth-Led organisations strongly emphasise the need to invest more in capacity strengthening (both people and systems). Their responses indicate we have done well in treating them with respect and listening to the views, and that we need to dedicate more time to visit and meet with them and be more flexible and enabling in our administrative procedures.

B 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 have a commitment to engage and support global, regional, and national civil society, movements, and strategic partnerships in an agile and accountable way, galvanising political will and investment for our purpose. From the last **Global Annual Survey with Partners**, they say that:

- Treat them with respect
- Acknowledge the work they do
- Understand what they aim to achieve

What we need to Improve		What we do well	
37%	Invest more in strengthening the capacity of our staff to better carry out their work	36%	Makes meetings productive
34%	Involve us earlier in strategic decisions	34%	Builds the capacity of our staff to better carry out their work
28%	Invest more in strengthening our logistical and administrative capacity	24%	Involves us in strategic decisions
24%	Ensure timely transfer of resources	22%	Keeps administrative work manageable

What we have learnt and plan to do:

- Upskilling
- Ensure foundational training on partnerships is consistent and institutionalised across all parts of the organisation
- Develop tailored training for specific partnership functions/ sectors (e.g. youth partnerships/ humanitarian)

This results of the survey were shared through by our Global Network Partnerships and Working With and For Civil Society through webinars and leadership team meetings engaging staff from Country Offices, Regional Offices, Liaison Offices, Global Hub and National Organisations. The action plan is driven by the management and embedded in organisational plans and regularly monitored.

In line with Plan International policy a **COVID global response Real Time Review (RTR)** for red alert response was completed in July 2020.

The RTR final report noted that teams on the ground were faced with the challenge of how to work as the virus spread meaning that often they were unable to reach and talk to the communities they work with. At the same time their own working lives were being disrupted. Staff found themselves working from home with additional personal responsibilities. Throughout this phase Plan International behaved as a caring and thoughtful organisation towards its staff.

New digital systems were put in place quickly and efficiently and staff were given time to adapt to their new environment. Those consulted as part of the RTR, highlighted the extent to which they were proud to be part of a truly global team, connected to one another to a greater extent than ever before.

Sudan Country Director & RTR Team Member, states, “In Sudan we had just finished FY21 planning. I only came back from my first field visit when COVID struck. We were not prepared for such an emergency: Simulation exercise was great for creating the right mindset in the initial chaos of the in-country humanitarian coordination. We immediately established a task force within the senior leadership team to support staff and remain active and relevant. Global leadership messages were important for maintaining a sense of belonging. We responded well and saved lives, while protecting our staff. If we had more agile tools, we could have done better. Peer support amongst country directors in our region was invaluable in navigating the challenges of pandemic response.”

Crises always reveal and sometimes magnify strengths and weaknesses. As well as showing many positive sides of Plan International, COVID-19 has highlighted areas for future development. The absence of a single monitoring and evaluation framework for DRM work is a major gap which needs to be addressed urgently if Plan is to live up to its accountability commitments and be able to make critical decisions on its future in humanitarian response.

Looking towards the continuing response in a world where COVID-19 is prevalent it is also time to choose whether Plan International is going to offer the widest range of humanitarian activities or if there will be a focus on just a few sectors.

The former promotes creativity and appropriateness to context, while the latter is efficient, effective, and more likely to deliver responses which meet international quality standards and enable Plan to establish a reputation as a leading actor and partner in the humanitarian sector.

C We lead by example

C 1. How does your organisation demonstrate excellence on your strategic priorities?

See A 3 for detail – the Strategic Dashboard global Results Framework tracks priorities and results. On annual basis over the period of the 5 year Global Strategy. The current Global Strategy ends in 2022 when the 5 year targets and strategic priorities will be assessed over the 5 year period.

Additionally, the recent investment into our monitoring, evaluation system and capacity will allow for improving tracking impact in terms of beneficiary numbers, but more importantly in qualifying the change in social norms and behaviours through evaluations and having a global view of these results from programmes.

C 2. What evidence is there that your expertise is recognised and welcomed by your peers, partners, and other stakeholders?

See B 2 for results from Global Annual Partnership survey that provides us with anonymous feedback on our partnerships, what we do well and what we can improve. The Sponsorship communities we work are able to provide feedback on our activities through community volunteers and annual sponsorship questionnaires. In relation to our Humanitarian work, the external audit process for Core Humanitarian Standards allows for recognition of our implementation of the standards and areas for improvement. Through this process peer organisations can provide reflections on our Humanitarian work. In regard to our global campaign activities, key research and advocacy position statements are shared with peers and stakeholders through various methods including UNGA events, World Economic Forum conferences, and regional platforms.

C 3. How does your organisation practice being inclusive and protecting human rights, including promoting women's rights and gender equality, in accordance with commitments 1-2?

Since 2017, our global policy on gender equality and inclusion has been in effect, informing programmatic approaches. The purpose of this policy is to establish a clear vision, direction, common language, and consistent message to operationalise and communicate our commitment to the promotion of gender equality, girls' rights, and inclusion for all of our staff, at all levels. To support implementation of this policy and enable reporting, a standardised set of guidelines was produced, focusing on Offices and Staff, Programming and Influencing, and Marketing and Communications. These guidelines are accessible on the Gender and Inclusion Network intranet site and are offered to National Organisations as a resource to support the implementation of the policy.

Achieving gender equality, promoting gender justice, realising girls' rights, and fostering an inclusive society are core objectives of our work as an organisation dedicated to child rights and equality for girls. This commitment is reflected in our Global Strategy 100 Million Reasons, our Values and Behaviours Framework and our Theory of Change.

In order to effectively promote gender equality, girls' rights, and inclusion, we:

- Design, implement, monitor, and evaluate quality gender transformative and inclusive development and humanitarian programmes and influencing. Implement long-term strategies of social norm change to end injustice, challenge unequal power relations and address the root causes of discrimination.
- Integrate gender equality and inclusion measures that align to and complement our Values and Behaviours Framework into our business processes, management functions and leadership, and the way we conduct our work. We do not tolerate practices that result in gender-based discrimination, exclusion or inequality based on gender or other forms of identity.
- Strengthen and build partnerships that promote respect for gender equality, diversity, and inclusion. Engage partners in joint approaches to promote gender equality, girls' rights, and inclusion, and expand our partnership base giving particular emphasis to representative groups such as women's and girls' rights movements, disabled people's organisations, indigenous rights movements, and LGBTIQ4 networks, among others.
- Strengthen and scale up our efforts to influence decision makers at all levels to embrace gender equality, girls' rights, and inclusion.
- Mobilise and dedicate the appropriate/necessary human, technical and financial resources in line with and to meet our commitments to gender equality, girls' rights, and inclusion.
- Monitor and evaluate all of our work from the perspective of achieving gender equality, girls' rights, and inclusion, in order to improve the quality of our programme and influencing work, contribute to continuous learning, provide an evidence base to inform decisions, and ensure accountability to the people we work with and for.

C 4. How do you minimise your organisation's negative impacts on your stakeholders, especially partners and the people you work for? How does your organisation protect those most susceptible to harassment, abuse, exploitation, or any other type of unacceptable conduct?

Our Global Policy on Values, Conduct and Whistle blowing, along with our Global policies on Anti-Fraud, Anti-Bribery and Corruption, Safeguarding Children and Young People, Gender and Inclusion, along with Plan International Inc. policy on Harassment, Bullying and Discrimination are

in place and compliance to these are expected by all our employees and volunteers and when appropriate, contractors and partners.

The purpose of these global policies are:

1. To articulate the common values and behaviours approved by the Members' Assembly and shared by all Plan International Entities.
2. To ensure that Staff and Volunteers treat each other and our beneficiaries with dignity and respect.
3. To ensure that all Plan International Entities provide a safe and inclusive workplace.
4. To encourage Staff and Volunteers to report suspected wrongdoing or irregularities within Plan International Entities as soon as possible.

We also have several different complaints management processes to report and respond to issues related to workplace misconduct, fraud, bribery, and corruption, safeguarding of children and young people, or any other type of unacceptable conduct.

Complaints can be made via:

- SAFECALL (call, email, or web portal) – named or anonymous – can be used internally or by third parties
- Incident report – internal
- Issues raised with line manager, HR, etc

As a standard practice, our investigations include reviewing of workplace misconduct mechanisms and any gaps identified are addressed and additional measures are put in place where required.

Plan International leadership has engaged with training on Power, Privilege and Bias and this training continues to be rolled out through the organisation. This is seen as integral to our journey to understand power and we can use it for good.

C 5. How do you demonstrate responsible stewardship for the environment?

In response to increased extreme climate events, environmental challenges, and the negative implications climate change has on girls, we issued Climate Change Position statement. All our offices are encouraged to look at how climate change can be addressed through programmatic and influencing responses, considering what resilience and preparedness work can be built into programmes and projects and engage appropriately in conversations in your countries, involving young people, on climate related issues. These instructions are included in the annual planning and budgeting instructions. Countries Offices are asked to consider what measures can be taken to understand our carbon footprint and measure our emissions. In understanding our footprint, we also need to consider ways to reduce this - e.g. investment in digital tools to minimise travel or reviewing the vehicles in your fleet.

Our environment working group, led by Finland National Organisation, overseeing range of initiatives. These include:

- 1) Programming – we have developed a global Pathways to Resilience Framework to support offices in taking risk analysis into account in any type of project or country strategies
- 2) Environmental Assessment for projects (pilot stage) includes:
 - a. Project details
 - b. Risk categories
 - c. Screening tools
 - d. Climate risk assessment
 - e. Mitigation and monitoring plan
 - f. Opportunities for positive impacts
- 3) Influencing – Global climate change position paper
- 4) Environment footprint – measured the CO2 usage of National Organisations and Global Hub over previous year and highlighted steps to reduce emissions. An environmental policy will be developed this year (2021).

Cluster B: Our approach to change

D. Key stakeholders are identified with great care

D 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.

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.

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

Through our sponsorship presence, we build long-term relationships with communities. These are 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 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.

Our 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.

Our Disaster Risk Management (DRM) team has successfully undertaken external, independent verification against the Core Humanitarian Standard (CHS) during the reporting period and is now implementing an action plan resulting from this exercise. The action plan includes strengthening our accountability mechanisms. A new Guidance and Toolkit for Child-Centred and Child Participatory Feedback and Complaints Mechanisms in Humanitarian Programming has been developed and introduced. This guidance includes the way in which we consult with and inform 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.

D 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. In our humanitarian work, we engage in many of the cluster coordination groups and in-country humanitarian leadership fora.

As part of our country strategy process, we engage with key stakeholders in the value add Plan International can bring – this includes engagement with national and local governments, other INGOs and civil society actors, UN, etc.

E. We listen to, involve, and empower stakeholders

E 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?

Country Offices hold annual reviews with all partners through the annual partner survey, as well as annual review of progress of country strategies and plans, involving stakeholders in reflection sessions. These reviews give stakeholders opportunity to provide feedback, highlight any negative impacts as well as celebrate successes.

A midterm audit of the Core Humanitarian Standard (CHS) took place during the reporting period and found that “Plan demonstrates a systematic commitment to the application of the CHS. It has a comprehensive set of policies, systems and guidelines that support the application of the CHS and since the Initial Audit in 2018, it has implemented a range of initiatives that seek to strengthen its performance.”

Through our organisational transformation, spaces have been created for feedback from staff, including entity level feedback for teams and departments, as well as individual performance

feedback maximising use of our HR system. Additionally, enhanced internal communications, such as Workplace, are often used to share experiences and lessons in range of topics from our global campaign 'Girls Get Equal' and humanitarian responses. Country Office teams input to Global Conversations with Leadership members, setting the agenda for discussion.

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

During the reporting period, the fourth Annual Partnership global survey was conducted. A total of total 57 offices participated in the survey (52 Country Offices and four Regional Hubs and one liaison office) with 1164 responses by different partners. This response rate was 54% in partners compared to previous year (which was 38% response rate). It is estimated that between 2100-2200 partners were invited to complete the survey. See full detail in section B 2.

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

See details in B 2 in relation to plans based on feedback from partners.

Communities we work in, provide feedback through various methods and reactions would be at a local level in country offices. There are accountability mechanisms in our Humanitarian work too, which also would influence local action in response the feedback.

Donor reports are submitted by the National Organisations holding the donor contracts. Any relevant feedback that applies to country offices would be shared and any action agreed and implemented, as appropriate.

Action plans are defined based on the Global Employee Engagement survey by each team at the Global Hub, with each action plan contributing to a department action plan. These department plans are tracked by the Executive Directors of the department. The same expectation is set for country office management teams, for them to also develop an action plan based on the results of the Global Employee Engagement survey.

E 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.)

F. Our advocacy work addresses the root causes of problems

F 1. How do you identify and gather evidence regarding the root causes of the problems you address and use this to support your advocacy positions?

Drawing on over 80 years of experience and programme evidence, our influencing work targets changes to policies, resource allocation, legislation, institutions, and practices to advance girls rights and attack the root causes of gender inequalities and discrimination. This influencing work includes policy analysis and research, advocacy, strategic communications, campaigns, and partnerships and brings together programme evidence and thematic expertise to analyze key issues for girls' rights and develop public policy positions that form the foundation of our broader influencing. Our advocacy addresses one of the key parts of Plan's Theory of Change, on how the rights of girls are fulfilled by their families and societies, through the changing of social norms and practices, and the strengthening of assets and safety nets.

In the reporting period, we developed a Global Advocacy Strategy to guide influencing efforts globally and connect our different offices. It outlines how we use advocacy based on values and informed by evidence to promote a global girls' rights agenda, with girls' agency, leadership and organisation at the heart. Our advocacy is based on the principles of human rights and gender equality and strengthened deploying the best available evidence. An effective combination of values-based and evidence-driven elements has the potential to spur significant, sustained action

by decision-makers. We draw upon the most relevant and powerful evidence, using formal research, girls', and women's own testimonies of impact from policies, and well-documented monitoring and evaluations of programme interventions.

Current examples of Plan's work to mobilize evidence to convince decision-makers include: the Girls' Plan, Unsafe in the City, Girls and Young Women in Crisis, Adolescent Girls Investment Plan (AGIP) and the field-based centres of excellence on CEFMU (18+) and other key issues.

F 2. How do you ensure that the people you work for 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 relevant we design our advocacy based on the views of girls, young women and their communities and support their participation in and leadership of social mobilisation efforts including campaigns and other influencing platforms. Together with our Girls Get Equal global campaign, and our strategic approach to supporting youth-led movements, Powering the Movement, we advocate with girls and young women to secure meaningful platforms where they can use their voices to demand change.

We recognise that we cannot achieve outcomes by working alone and wherever possible we work in strategic partnerships and coalitions to enhance our reach, influence, and capability at all levels, and to hold decision-makers to account for progress towards SDGs and human rights. We give increasing emphasis to working with girls and young people as full partners, including by supporting grassroots feminist, women's, and girls' rights organisations and movements for change.

We undertake ongoing engagement to ensure that we reflect and explore together how to improve and be responsive to changing circumstances and explore different ways of working together that make us collectively more accountable to girls and young people themselves.

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

G 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 your key stakeholders? 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.

Global Policies are translated into French and Spanish, with Plain International Inc. relevant policies also translated and all accessible through our intranet, embedded into inductions for all staff. Country Offices are also known to translate policies into local languages.

G 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.

The global People and Culture strategic plan – under development - will include global rewards framework, which will shape our approach to managing pay, benefits, and allowances across the organisation. These principles ensure that we remain competitive and affordable, ensure that our

reward principles and systems are applied fairly and consistently and that we work to achieve our commitment to equity in pay.

Plan International Inc. utilises role profiles which are evaluated via objectives job evaluation principles. We utilise a 'market' driven approach to the salary ranges for each of its grades. Fairness, equity, and transparency are strengthened through delegations and checking processes. A gender pay review was conducted in early 2019 for our UK based staff in the Global Hub Roles. The review indicated that as an average, men earn 16.6% more per hour than women and as a median, men earn 10.46% more per hour than women. Now, we are carrying out another review, and although the data is not yet confirmed, it is looking more favourable than the 2019 review.

The five highest (Full Time Equivalent) salaries of Plan International Inc. as at year end calendar year 2020:

- Chief Executive Officer: € 252,000
- Executive Director, HROD: € 157,000
- Chief Operating Officer: € 152,000
- Executive Director, Global Influencing and Partnership: € 138,000
- Regional Director, Regions of Americas: € 134,000

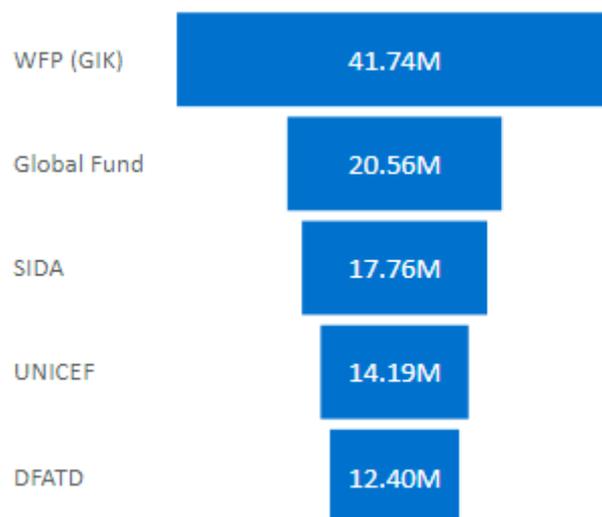
Given that Plan International operates in approx. 70 countries with local salaries comparability from highest to lowest is not an accurate measure for equity fairness in relation to fair pay. Even within the Global Hub, staff are not only employed in the UK but across many Plan International entities, globally.

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

This is split into three broad areas:

- **Build Data Privacy Awareness** – we strive to increase consideration of Data Privacy in all that we do, by building a global Data Privacy Focal Point Network to engage our stakeholders, facilitate shared learning, increase the visibility and application of policies for Data Privacy, Data Retention and Safeguarding Children and Young People. There is mandatory data privacy training that all staff need to do on through our online training facility 'Plan Academy'.
- **Ensure the Right to Privacy & drive Data Privacy compliance** - we proactively identify compliance gaps in our key enterprise processes and systems and work with functions across the organisation to address them. We work with our Country Offices on Data Privacy plans and implement tools to assist all our teams manage data privacy.
- **Embed governance & support for new initiatives** - we ensure a Data Privacy Lens is applied to all new projects touching personal data with support, guidance, and expertise.

G 4. Who are the five largest single donors and what is the monetary value of their contribution? Where 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.



Cluster C: What we do internally

H. Staff and volunteers are enabled to do their best

H 1. Provide evidence that recruitment and employment is fair and transparent.

Plan has 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. Specific guidance for hiring managers as developed as part of Global Hub transformation process for recruitment that Included addressing being aware of bias, setting up diversity of panels, etc.

H 2. What are you doing to invest in staff development? What indicators demonstrate your progress? What are your plans to improve?

Plan has an existing Learning Framework, in line with our values. These will be reviewed and updated into a holistic People and Culture strategic plan. Our staff have access to many global and regional frameworks and tools, leadership development programmes, coaching and more than 400 training courses through Plan's online learning platform. Our staff are very positive about the clarity of their roles and the learning and development they received with employee survey questions relating to role, and to learning and development scoring 81% positive and 91% positive respectively.

The People and Culture strategic plan will include a learning and development 5-year plan, which will be aligned to the core organisational competencies, development, and growth requirements of all staff.

H 3. How does your organisation ensure a safe working environment for everybody, including one free of sexual harassment, abuse, exploitation, or any other unacceptable conduct? What indicators demonstrate your progress? What are your plans to improve?

Plan's Safeguarding policies and processes are well embedded across the organisation and we report to the board and externally. In addition, we are currently reviewing these are other core

policies and processes for ongoing monitoring. It should also be noted that on our recent Global Employee Engagement Survey, Plan's staff responses are more positive than industry benchmarks:

- I am comfortable in bringing up my issues and concerns openly and honestly – 77% positive
- I see the organisations values being acted out in my organisation – 89% positive
- This organisation has strong values and ethical standards- 90% positive

I. Resources are handled effectively for the public good

I 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 (including donor contracts that are reviewed at global level) as well as the questions raised by the policy are relevant to all partners.

I 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.

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 considering external and internal changes.

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.

There is an established Quarterly Management Performance reporting process, that country offices comply with providing management information on progress against annual plans, project implementation, key performance indicators including grant expenditure performance. The primary purpose of the report is to drive management discussions, generate insights, make informed decisions, and ensure accountability in Country Offices (both Country Management Teams and wider). Regions and Country offices can prescribe more detailed reporting for functions, where deemed necessary.

I 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 entrenched on staff induction programme.

Our Counter Fraud Unit (“CFU”) provides an organisational lead on fraud awareness and prevention and is responsible for the investigation of all fraud incidents.

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.

Financial controls 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. Additionally, Management Standards for Country Offices have a specific section on anti-fraud, which country offices self-assess against annually.

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. What are your plans to improve?

Two thirds of investigated cases involved procurement, partner misappropriation or staff embezzlement. In all these cases recommendations were made to mitigate the risk of future recurrence. Management were required to submit confirmation of the actions taken in response to the recommendations and future remediation plans. These are then assessed in the regular audit process carried out by our Global Assurance (internal audit) department.

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

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

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).

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).

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 also has an Executive Committee comprised of the Chair, Vice Chair, Treasurer and Chair of each of the two standing committees. In March 2021 the Board also established a People and Culture Committee.

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.

Our Leadership 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.

In October 2020 a new structure for the Leadership Team was put in place, As of February 2021, in addition to the CEO, the Leadership Team currently consists of the following:

Chief Executive Officer

Executive Director Americas and Sponsorship

Executive Director Asia Pacific, Gender Transformative Policy and Practice

Executive Director Middle East, Eastern and Southern Africa & MERL

Executive Director of West and Central Africa; Youth Movements and Campaigns

Executive Director Strategy and Collaboration

Executive Director Resources

Executive Director – Delivery, Performance & Accountability

Executive Director People and Culture

Executive Director Finance and Information Technology

Director Governance and Executive

General Counsel

Head of External Communications and Brand

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") who follow the Members' Assembly approved Election Procedures (found [here](#)) which were updated in June 2020. 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. Required information from the nominee and nominator includes a nomination form, Curriculum Vitae, statement of interest, nominator statement of support, declaration of interest under the Conflict of Interest Policy and at least two references who are contacted. Candidates are interviewed by the NGC and background checks are done on all prospective candidates.

The NGC asks for the International Board's opinion on key skills gaps and uses a skills matrix when recruiting new members to the Board. The NGC is working through a process of governance reform to try and diversify the composition of the Board and when recruiting, it follows the recently approved election procedures that require a representation of gender, geographical, ethnic, cultural and age diversity as well as geographic diversity and gender balance.

The NGC issues a recommendation to the Members' Assembly prior to a secret ballot being held 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.

J 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), whistleblowing, and legal compliance (covering Anti-terrorism, anti-money laundering and sanctions, data privacy, host country registration and taxation compliance), and semi-annual reports on workplace safeguarding and safety and security incidents.

Reporting on risk management also occurs on a quarterly basis. The PII Leadership Team continues to monitor risks rated as 'High' and provides an assurance statement to the Board, the Board itself monitors risks rated as 'Very High' and provides 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.

The process for complaints and grievances was shared in detail in the interim report submitted to Accountable Now in March 2020.

The process of governance reform is ongoing, during the period of this report, the Members' Assembly approved a number of proposals for reform, including:

- Establishing the appetite for governance reform in FY19 with a governance reform survey
- Requesting that National Organisations only bring one attendee per member to ensure all members are equally heard at Members' Assembly meetings
- Improving online governance induction materials for new Members' Assembly delegates
- Approval of plans for a "Global Congress" event to bring together a broad and inclusive range of people representing all parts of the organisation in particular for strategy development purposes.
- Approval of Global Governance Standards for all governing bodies in the Plan International family. Global Governance Standard three requires all governing bodies to have a documented policy or process that demonstrates promotion of diversity in its membership in terms of gender, race, age, and culture/ethnicity

One of the Plan International Global Strategy update themes addresses power and privilege across the organisation including in the governance space. Any approved recommendations around increased diversity and broader representation in our governing bodies will be operationalised into the updated Global Strategy that will launch from 2022.

Plan International is tackling anti-racism through its anti-racism action plan. An Anti-Racism Council and Steering group meet regularly including representatives from across the organisation to drive the anti-racism action plan forward.

J 3. What processes and mechanisms does your organisation have in place to handle external complaints including those relating to unacceptable conduct of your staff, volunteers, or partner organisations? Please provide an overview of the number and nature of complaints in the reporting period, how many of those were valid, and of those that were valid, how many were appropriately handled and resolved.

Our Code of Conduct, Global policies on Anti-Fraud, Anti-Bribery and Corruption, Safeguarding Children and Young People, Gender and Inclusion, Plan International Inc. policy on Harassment, Bullying and Discrimination are in place.

Whistleblowing reporting is covered under Plan's Whistleblowing policy, where third parties can report any suspected irregularities or wrongdoing by PII, by raising their concerns with a member of staff, volunteer or using the SAFECALL (named or anonymous) reporting facilities.

In addition to the Global and PII policies, a framework for safeguarding culture has been developed and being embedding across the organisation. The framework focuses on effective policies and processes, reporting, safer programming, survivor centred approach, safer recruitment, and organisational awareness.

J 4. How are internal complaints handled? Please provide an overview of the number and nature of complaints in the reporting period, how many of those were valid, and of those that were valid, how many were appropriately handled and resolved.

We have several different complaints management processes, for staff, volunteers, partners, to report and respond to issues related to workplace misconduct, fraud, bribery, and corruption, safeguarding of children and young people. Complaints can be made via:

- SAFECALL (call, email, or web portal) – named or anonymous – can be used internally or by third parties
- Incident report – internal
- Issues raised with line manager, HR, Leadership Team, CEO, etc

In FY 2020, Plan International managed 80 workplace incidents involving staff members. Of the 80 incidents:

- 44 were found **not to be** policy breaches.
- One incident was closed with no further action to be taken.
- Nine incidents gave rise to concerns of sexual misconduct and/or harassment, as defined by our policy. In seven of these incidents the engagement of the individuals involved with Plan International was terminated, and the other two resulted in a formal warning being issued.
- Eight incidents gave rise to concerns relating to bullying. Four of these incidents resulted in formal warnings being issued to those involved, in two incidents the engagement of the individual involved with Plan international was terminated, the remaining two incidents led to actions such as development plans, coaching and /or, mediation.
- Three incidents gave rise to issues of workplace harassment. In two of these incidents the engagement of the individuals involved with Plan International was terminated, and the other incident resulted in a formal warning being issued.
- 15 incidents remained open and ongoing.

J 5. How do you make decisions about the need for confidentiality and protecting the anonymity of those involved?

As a standard practice, our investigations include reviewing of workplace misconduct mechanisms and any gaps identified are addressed and additional measures are put in place where required. Plan's Whistleblowing policy outlines the process regarding confidentiality by all parties involved or otherwise aware of what has been reported, subject to any disclosures required as part of any regulatory process or legal proceedings, about which the Whistle blower will be advised where possible prior to disclosure where possible. Although not prevented from doing so, Whistle blowers are encouraged not to make anonymous disclosures since proper investigation may be prevented if investigators cannot clarify or obtain further information from the whistle blower. Whistle-blowers who are concerned about possible retaliation or reprisals if their identity is revealed should make this clear when making the report so that appropriate measures can be taken to protect their identity as far as possible

K. Leadership is dedicated to fulfilling the 12 Commitments

K 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.

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.

K 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.

K 3. What is your accountability report’s scope of coverage? Are you reporting for the whole organisation or just the international secretariat? For secretariats of international federations, on which issues of accountability (or relating to Accountable Now's 12 commitments) do your members report to you on, and with what frequency? Where there is no routine reporting, how do you use your coordinating functions to elevate attention to accountability issues throughout your federation?

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.

Self-Assessment Scores

Reporting Question	Self-Assessment Score (1 – 4)
A.1. What are: a) your mission statement and b) your theory of change	4
A.2. What are your key indicators for success and how do you involve your stakeholders in developing them .	4
A.3. What progress has been achieved & difficulties encountered against these indicators over the reporting period?	4
A.4. Have there been significant events or changes in your organisation or your sector over the reporting period of relevance to governance and accountability?	4
B.1. What have you done to ensure sustainability of your work beyond the project cycle, as per commitment 4? Is there evidence of success?	4
B.2. What lessons have been learned in this period? How have these lessons been transparently shared among internal and external stakeholders? How do you plan to use these lessons to improve your work in the future?	4
C.1. How does your organisation demonstrate excellence on your strategic priorities?	3
C.2. What evidence is there that your expertise is recognised and welcomed by your peers, partners, and other stakeholders?	3

C.3. How does your organisation practice being inclusive and protecting human rights, including promoting women's rights and gender equality, in accordance with commitments 1-2?	4
C.4. How do you minimise your organisation's negative impacts on your stakeholders, especially partners and the people you work for? How does your organisation protect those most susceptible to harassment, abuse, exploitation, or any other type of unacceptable conduct?	4
C.5. How do you demonstrate responsible stewardship for the environment?	3
D.1. Please list your key stakeholders. What process do you use to identify them?	4
D.2. How do you ensure you reach out to those who are impacted or concerned by your work?	4
D.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?	4
E.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?	3
E.2. What evidence confirms a high level of stakeholder engagement in your activities and decisions from beginning to end?	3
E.3. What are the main likes/dislikes you have received from key stakeholders? How, specifically, have you reacted to their feedback?	4
E.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?	4
F.1. How do you identify and gather evidence regarding the root causes of the problems you address and use this to support your advocacy positions?	4
F.2. How do you ensure that the people you work for support your advocacy work and value the changes achieved by this advocacy.	3
G.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 your key stakeholders? Please provide links, highlight membership in initiatives such as IATI and outline offline efforts to promote transparency.	4
G.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.	4
G.3. How do you ensure privacy rights and protect personal data?	4

G.4. Who are the five largest single donors and what is the monetary value of their contribution? Where 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.	4
H.1. Provide evidence that recruitment and employment is fair and transparent.	4
H.2. What are you doing to invest in staff development? What indicators demonstrate your progress? What are your plans to improve?	3
H.3. How does your organisation ensure a safe working environment for everybody, including one free of sexual harassment, abuse, exploitation, or any other unacceptable conduct? What indicators demonstrate your progress? What are your plans to improve?	4
I.1. How do you acquire resources in line with your values and globally-accepted standards and without compromising your independence?	4
I.2. How is progress continually monitored against strategic objectives and resources re-allocated to optimise impact?	3
I.3. How do you minimise the risk of corruption, bribery, or misuse of funds? Which financial controls do you have in place? What do you do when controls fail? Describe relevant situations that occurred in this reporting period. What are your plans to improve?	4
J.1. What is your governance structure your policies/practices regarding replacing and recruiting new trustees/board members?	4
J.2. How does your board oversee the adherence to policies, resource allocation, potential risks and processes for complaints and grievances?	4
J.3. What processes and mechanisms does your organisation have in place to handle external complaints including those relating to unacceptable conduct of your staff, volunteers, or partner organisations? Please provide an overview of the number and nature of complaints in the reporting period, how many of those were valid, and of those that were valid, how many were appropriately handled and resolved.	4
J.4. How are internal complaints handled? Please provide an overview of the number and nature of complaints in the reporting period, how many of those were valid, and of those that were valid, how many were appropriately handled and resolved.	4
J.5. How do you make decisions about the need for confidentiality and protecting the anonymity of those involved?	4
K.1. How is the governing body and management held accountable for fulfilling their strategic promises including on accountability?	4
K.2. What steps have you taken to ensure that staff are included in discussing progress toward commitments to organisational accountability?	4
K.3. What is your accountability report's scope of coverage? Are you reporting for the whole organisation or just the international secretariat? For secretariats of international federations, on which issues of accountability (or relating to Accountable Now's 12 commitments) do your members report to you on, and with what frequency?	4

Annexe

1. Plan International Position Statement – Climate Change: Focus on Girls and young women