

PLAN INTERNATIONAL

ACCOUNTABLE NOW

INTERIM REPORT (2021-2022)



Interim Report (July 2021 - June 2022)

Every year, the Accountable Now reporting cycle allows Plan International to review and reflect on our progress against the commitments defined under the framework, and more broadly our work to strengthen our overall Accountability against sectoral standards. Specifically, this year's interim report provides updates on the feedback we received in our previous submission (interim report 2020-2021).

Our financial year 2022 (July 2021 – June 2022) was one of converging global challenges, including the lingering effects of the COVID-19 pandemic, rising costs of living, an increase in conflict and fragility, and soaring food poverty and hunger worldwide – all worsened by the impact of the climate crisis. These intersecting crises have deepened the inequity girls face daily and threaten to reverse progress made towards equality and justice. This makes the work done by Plan International more important than ever.

This was the final year of our five-year global strategy, a strategy with the bold ambition to see 100 million girls learn, lead, decide and thrive. Through the dedication and resilience of our teams and allies, this last financial year, we reached 27.7 million girls with programmes ranging from improving girls' sexual and reproductive health and rights to education and protection in emergencies.

We also spent many months consulting staff and volunteers, and partners from offices across our 83 Plan International countries, to develop and launch our new global strategy, "[All Girls Standing Strong Creating Global Change](#)" (2022-2027). While we continue working towards a just world that advances children's rights and equality for girls – we have refocused our attention on emerging needs. This includes responding to girls in crisis, as more girls are exposed to the impacts of emergencies, whether around the Global Hunger Crisis or the conflict in Ukraine (the latter exacerbating the impact of former).

From an advocacy standpoint, we are scaling up our efforts locally, regionally and globally, with significant success. We've helped center adolescent girls' rights and voices at the United Nations' Generation Equality Forum, working with Adolescent Girl Investment Plan partners and youth leaders.

We've also worked relentlessly on Climate Change Education, for example through the #EducationShiftsPower initiative, in partnership with Transform Education, aiming to secure important global commitments to education that advances gender equality and climate change adaptation. We sought to influence outcomes on education financing at various global summits – leading to political commitments from donor governments and lower-income countries on girls' education.

At an organisational level, we made changes to continue strengthening our accountability, while improving equality, diversity and inclusion. Key progresses include more inclusive talent acquisition practices, improvements in our employee engagement survey results, and introduction of youth representation (with voting rights) in our Member's Assembly and more.

As Plan International looks to the future, fueled by our new global strategy, we aim to improve the lives of 200 million girls in the next five years. We know from experience that when girls thrive in a more equal world, we are all stronger for it. Together with our partners, with boys and men, and with local communities we will break down the barriers and discrimination that girls face and help shift the power towards achieving gender equality. The time is now. Together, we will be led by girls, for girls.



Tara Camm
Deputy Chief Executive Officer

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Reporting period: July 2021 – June 2022 (Financial Year 22)

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Glossary

CO: Country Offices

GH: Global Hub

LO: Liaison Offices

NO: National Organisations

PII: Plan International Inc.

RH: Regional Hubs

EDI: Equity, Diversity and Inclusion

FY: Financial year (July to June)

IB: International Board (or “the Board”)

MA: Member’s Assembly

Cluster A: Impact achieved (What we have achieved)

A2 Key strategic indicators for success

A4 Significant events or changes (organisation or sector) relevant to governance and accountability (A2, A4 responses merged)

1. Progress reports – FY22 and 5-year Global Strategy (2017-2022)

[Plan International Worldwide Review 2022](#) (July 2021 – June 2022)

Our global annual review and combined financial statements are available via our [Plan International website](#), along with an overview of progress across our priority areas of work, in accessible formats.

A list of all annual reviews (2010-2021) is shared [online](#). Internally, we reported on our FY22 and Strategy Period progress to our International Board and Members Assembly and disseminated annual reports across the Federation. In FY23, we are looking to strengthen our internal engagement for our annual reports.

2. New Global Strategy development: “Girls Standing Strong” (2022-2027)

In July 2022, we launched our new 5-year Global Strategy – following a lengthy consultative process, engaging with colleagues at all levels of the Federation and a range of partners.

We strive for a just world that advances children’s rights and equality for girls, across **three pillars** (*increased impact, strengthened legitimacy, improved sustainability*) and 30+ indicators across **eight priorities** (*focus on girls rights and AOGDs; scale up humanitarian; locally led, globally connected; impact evidence; youth centered approach; strengthening and optimising sponsorship; effective responsive organisation; grow quality income*).

In practice, creating greater impact through locally-led action means we will continue to shift away from centralized decision-making, giving more power to colleagues, partners and girls to make decisions at the point of impact. We will use our power and privilege as a global organisation guided by our values and principles, building long-term local partnerships and co-creating programmes with those we work with and for. We will play an active role in decolonising the aid sector and will help donors fund young people’s networks and civil society directly.

[Our strategy: All Girls Standing Strong](#)
[CEO Blog – New Strategy](#)
[Refreshed Global Advocacy Strategy](#) (2022-2027)

3. New CEO, revised leadership structure governance

Plan International welcomed Stephen Omollo as its new CEO in February 2022, and transitioned to a new leadership structure in September 2022. FY23 is focused on implementing changes, including bringing together programmes and operations under one department and creating a new memberships team to focus on our locally-led, globally connected agenda.

More information on our governance is included under question J1. A key update is the inclusion of a Youth Delegation at the Members’ Assembly, which will have full voting rights and be made up of two young people (18-24 years old). A global working group is also reviewing how young people could be better included at all levels of decision making.

[Structure – Who’s who](#)

4. Anti-Racism (AR) and Equity, Diversity and Inclusion (EDI) work

We are continuing to strengthen our AR and EDI work and our latest commitments and actions can be found [here](#). This includes hiring a Global EDI lead, and joining other global organisations by signing-up to the Pledge for Change (Oct 2022), a commitment to “implement meaningful and definite change with equitable partnerships, authentic storytelling and through influencing wider change”. It is a collective initiative with the overarching purpose to shift power, decision-making and funding closer to local communities, partners, and programme participants.

Plan International has also contributed to the International Civil Service Commission (ICSC) in the Power Shift and Horizon scanning communities.

In line with our broader AR and EDI efforts, we are also working on strengthening our mutual accountability across the Federation, including reviewing our internal annual management standards process to include a review of Global Hub and Regional Hub work by the financial year 2024 – as the current framework only covers our Country Offices. In FY23, we will be able to report on the development of new indicators that will complement our AR and EDI vision and principles.

[Anti-racism at Plan International](#)
[INGOs sign pledge for more equitable aid system by 2030](#)

5. Humanitarian accountability

Plan International now has a full time Accountability to Affected Populations (AAP) Specialist to support our work on putting communities at the centre of our humanitarian action. We have also been providing support to the Prevention of Sexual Exploitation and Abuse (PSEA) Coordinator for Chad on how to integrate child friendly feedback at an interagency level.

At the time of writing, Plan International has just finalised its renewal audit against the Core Humanitarian Standard on Quality and Accountability (CHS) as part of the verification process. This audit has gathered information from staff from Global Hub, MEESA Regional Hub, 8 Country Offices (including 2 in person visits with partners and communities), and 4 National Organisations.

Plan International is a key member of the CHS Alliance and has representation on the International Board.

C2 Expertise is recognized and welcomed by peers and stakeholders

Memberships

More than 17 memberships with global networks and alliances, including one third in a chairing/coordinating role. These span issues across development / humanitarian and nexus areas, including child protection, education, gender, disaster risk reduction, cash & vouchers assistance, and sexual and reproductive health & rights. List included in the Annex.

Ukraine – Humanitarian expertise

Plan is currently co-leading an inter-agency children's consultation in Poland with children affected by the conflict. This exercise is being undertaken with UNICEF and Save the Children through our local partners and a contracted consultant.

Findings will be shared in a report with key humanitarian coordination bodies, such as the Humanitarian Country Team forum (HCT) and the Accountability to Affected Populations working group for the response, as well as through different media channels. The final report for this piece of work will be finalised in June 2023. A global launch of this report is also being planned to highlight issues affecting girls and boys in the crisis from an influencing perspective.

Plan commissioned an external Real-Time Review (RTR) for our response to the Ukraine Crisis (focusing on Poland, Moldova, Romania and Ukraine itself), demonstrating our continuous improvement approach and agility in response.

Reimagining climate education and youth leadership

We have strengthened our actions on climate change and environmental issues – as further detailed under questions C5 and F1 below.

We conducted two global online surveys (July 2021 and 2022) to capture the opinions and experiences of young people (15–24-year-olds) on climate change education, their participation in climate policy processes and their access to green skills, across 77 countries where we operate. The surveys highlight some of the key barriers preventing young people from engaging in climate decision-making processes. It presents step by step recommendations that all actors can take to reimagine a resilient, gender transformative education system that supports pro-environmental behaviours and adaptive capacity and strengthens life skills to enable youth to be leaders in climate action and a green economy. This is vital in advancing intergenerational, gender and climate justice, to support young people with the knowledge and skills to become leaders and take climate action. Plan International continued advocating for gender transformative climate education in the current FY23 (at the time of writing) and in FY24.

At the COP26 in Glasgow (Oct/Nov 2021), we also launched Adolescent Girls in the Climate Crisis research led by young women researchers from Zambia and Zimbabwe who presented their findings at a high-level event. Our active involvement, which was followed by participation to the COP27 (Dec 2022) speak to our increased voice on climate education issues.

A review of our 7 global reports published online between July 2021 and June 2022 shows that publications on climate change ([Climate Education](#), [Adolescent Girls in the Climate Crisis](#)) return 2.6 times more page views and 3.4 times more downloads than the average for the 5 other documents (topics: Sexual and Reproductive Health and Rights and urban programming).

C5 Responsible stewardship for the environment

The Global Policy on the Environment (Eng, Fra, Esp), approved in June 2022, sets a joint level of ambition and binding minimum commitments to the environmental sustainability of our programmes, operations, and offices¹ - and is a key organisational update demonstrating our commitment to minimising our negative environmental impact. **The policy is aligned with the new Global Strategy**, which embeds climate action and resilience in all areas of our work. The Global Policy on the Environment defines five environmental commitments including an overarching commitment to integrating environmental sustainability into all strategies of the organisation.

According to the policy, Plan International commits to **monitoring and reducing our greenhouse gas emissions** by at least 55% by FY31, compared to FY19 levels². The target is a first step towards reducing emissions and progress will be tracked annually. Many offices prepare and implement **locally defined targets** for reducing the environmental impact that could include energy; cooling and heating; business travel and commuting; procurement and supply chain; waste; divesting from fossil fuels; data management.

We conduct environmental screening, and if necessary, participatory impact and vulnerability assessment to address potential negative impacts and environmental risks in projects. In 2022 we finalised the first **Plan International Environmental Assessment Tool, now used in various areas of our work**. We also adhere to donor guidelines and seek feedback.

Plan International also use a **Resilience Framework** to analyse appropriate pathways for our programme work, and at least one resilience pathway from the framework will be built into every programme ensuring that we are integrating climate resilience and adaptation.

Copies of the Global Policy, the environmental action plan guidance, the assessment tool and the resilience framework are attached to this report.

Our commitment to **assessing environmental impact (sharing learning) and educating people (including staff and volunteers within Plan International)** is reflected in some of our following actions:

Sharing learning (including challenges and good practice on policies, strategies, tools)

- As signatories of [The Climate and Environment Charter for Humanitarian Organisations](#), [Principles for Locally Led Adaptation](#), [UN Global Compact](#)
- National Organisations sharing results in their own national NGO networks
- Internal networks within Plan International, sharing across countries and regions

Educating

- **Green Teams or similar coordination bodies** in many offices, with representation from different teams (fundraising, administration, programme work, advocacy, etc.) defining and implementing locally defined targets for reducing our environmental impact³
- New Global Environment Specialist role

In 2023, we are launching the Climate Hub, a new mechanism to coordinate our environmental sustainability work – helping ensure that we continuously progress towards lasting positive environmental sustainability. We will provide further updates in the upcoming reporting cycle (FY23).

¹ All Plan International entities, including National Organisations, agree to be bound by Global Policies

² including direct and indirect emissions

³ Countries with local environmental policy or guidance include at least Belgium, Finland, the Netherlands, Sweden, Uganda and the UK

Cluster B: Stakeholder involvement (Our approach to change)

F1 Evidence regarding the root causes of the problems you address

In FY22 Plan refreshed its existing Global Advocacy Strategy (GLAS 2022-27) through a broad consultative process to identify the key advocacy priorities from the perspective of country-offices and the communities they serve and this also drew on consultations with girls and young people. 8 global advocacy priorities were agreed in the form of 8 GLAS Goals.

In response to the consultations some additional priorities were identified, which in particular reflect the concerns of young people, i.e. a Climate Change Goal was included, as well as a Goal on Child, Early and Forced Marriage and Unions (CEFMU). The refreshed GLAS also reflects the impact of the global pandemic, shrinking civic space, roll back on rights and escalating humanitarian and climate crises – all of which are drivers of increasing gender inequality, social and economic injustice.

The GLAS also identifies a number of ‘approaches’ that guide its implementation to ensure that our advocacy is driven by evidence and powered by girls’ leadership. Research conducted by Plan offices with girls and young people provides the evidence used to develop focused advocacy actions and messages. Examples of research published in FY22 include [“Adolescent Girls in the Climate Crisis: Voices from Zambia and Zimbabwe”](#), [“Reimagining Climate Education and Youth Leadership: Survey Report”](#). Other research have been developed during this financial year, and have been published (at the time of writing) during FY23 – including [“From the Frontlines: Youth Calls to Action on Loss and Damage Caused by Climate Change”](#) and [“Young People and Green Skills Survey report”](#). This work conducted with girls and young people informed advocacy at COP 27 in Dec 2022⁴, which will be reported in further details in the next FY23 Accountable Now cycle.

The progress reported in our Influentialness Report shows that a large proportion of our advocacy targets root causes and systemic issues that perpetuate gender inequality, discrimination and injustice: 40% of our influencing successes were in changing legislative and policy environments, 25% in shifting discourse, behaviour, attitudes and agendas of key decision makers, and 14% in commitments and increases in investments, budget, expenditure, systems and services contributing to girls rights.

The global shrinking civic space for civil society and young activists to advocate is a serious concern, as well as the consistent roll back on girls’ and women’s rights that is seen in many contexts across the world. These are areas where we will continue to strengthen our work with young people and other partners to find safe and effective ways to advocate for change.

⁴ Plan supported 5 international youth and 15 Egyptian youth delegates to participate in COP and advocate on their own agendas

F2 Stakeholders support your advocacy work and value changes achieved

Using data and core recommendations from the [State of the World's Girls](#)⁵ "[Free To Be Online](#)"⁶ research report, the [Girls Get Equal \(GGE\) campaign](#)⁷ launched the #FreeToBeOnline (phase two) for International Day of the Girl 2021, along with a Girls' Petition calling on national governments to educate children in digital literacy⁸.

Across FY22 young people, partners and supporters were mobilised to sign and promote the petition, receiving 49,524 signatures from 149 countries which offices used to influence decision-makers for change and raise awareness on online-gender based violence across global and national levels.

#FreeToBeOnline - 60 offices used the Girls Petition as a key influencing tool, facilitating policy dialogues between girls and decision-makers in several countries. Key results of such dialogues have been commitments made by tech companies to improve their reporting mechanisms, a key demand from girls, and by public authorities in Zambia, Cameroon, Philippines, Peru and Ecuador to enhance digital literacy and girls' online safety. In the US, dialogues took place with [White House Gender Policy Council's Task Force](#) to Address Online Harassment and Abuse and has now resulted in Plan International USA representing girls' priorities in the [Global Partnership to End online gender-based violence \(OGBV\)](#).

Working with the Global Young Influencer Group, GGE also launched 'Equal Power Now' for International Day of the Girl 2022, calling on decision-makers to uphold girls and young women's right to political participation through their global Youth Manifesto. 11 Country Offices also developed their own National Youth Manifesto with local youth groups and partners as a core influencing tool. Examples include a municipal decree banning child marriages in Senegal following the contextualized Manifesto on girls' leadership on CEFM issues, and the enactment of a Gender Equality and Women's Empowerment bill in Sierra Leone calling for 30% quota for elective and appointive positions for women in politics.

In line with the new Global Strategy, the activity of the GGE campaign in FY22 provided a global platform for Plan International to 'focus on girls' rights', specifically the impacts of OGBV. Through a 'youth-centred' and youth-led approach the campaign mobilised girls and local youth networks to influence global spaces.

As FY23 is within the final pillar (Equal Power Now) of the 5-year Girls Get Equal campaign strategy, there is an opportunity to reflect on the impact of the campaign and work collectively with Offices across the organisation and young people to renew and develop Plan International's next strategy for campaigning, with an emphasis on 'locally led, globally connected'.

⁵ [State of the World's Girls 2021](#), The Truth Gap: how misinformation and disinformation online affect the lives, learning and leadership of girls and young women

⁶ [Free to Be Online](#): A report on girls' and young women's experiences of online harassment

⁷ [Girls Get Equal campaign](#)

⁸ More information under question C2-Expertise is recognized and welcomed by peers and stakeholders

G3 Ensuring privacy rights and protecting personal data

Overview

Building Data Privacy (DP) Awareness

1. Running monthly focused trainings (2 per month) with Data Privacy focal points
2. Increasing awareness of the need for Data Privacy Impact Assessments (DPIAs), Data Sharing/Data Transfer Agreements, Consent Forms
3. Raising awareness of incident reporting requirements and advising Incident Owners on remediating Data Privacy Incidents

Driving Compliance, the Right to Privacy and Addressing Risks

1. Global Policy implemented in June 2022 – alignment of Data Privacy practices with NOs
2. By the end of FY22, 53% of staff completed the mandatory Data Privacy Compliance training (6,216 out of 11,664 staff globally).

3. Supporting Country Directors to maintain compliance with DP laws
4. Annual Reporting to the International Board (IB) of DP compliance across PII

Further Embedding a Culture of Data Privacy

1. DP Awareness Week engagement
2. Training sessions tailored to Country Offices
3. Positive feedback from staff on trainings via Plan Academy⁹ and face-to-face sessions
4. Advising on embedding Privacy by Design principles for organisation-wide programmes
5. Socialising Data Privacy Principles – foundation for following DP best practices
6. Integrating Data Privacy processes into departmental operation manuals

The internal FY22 CO Management Standards suggest there is a high level of data privacy maturity and understanding of DP principles and requirements. In reality, the DP increased awareness is not reflected in the number of staff completing the mandatory training, nor in the quality of the DPIAs received by staff. The types of queries (e.g., data retention and storage, data sharing queries) and incidents raised by staff (e.g., loss of devices containing programme participants personal data) suggest that processes are not as robust or as consistent as required.

DP is still a relatively new concept for the organisation. Resources are limited and the GH Data Privacy team are still focused on achieving minimum compliance standards through awareness raising, as opposed to achieving the highest DP standards.

Looking ahead:

1. Increase understanding of which legal basis (i.e., lawful grounds) is appropriate to rely on before handling personal data; in line with applicable data privacy legal requirements to which PII is subject.
2. Embed the Global Data Privacy Policy into staff's work
3. Integrate the Privacy by Design principles in all new systems and processes, e.g., YODA systems
4. Operationalise the Data Privacy Principles in PII's work
5. Develop and embed standardised processes to achieve Privacy by Default
6. Improve understanding across PII of when a DPIA is required before personal data is handled

In FY23, led by the GH Data Privacy team, one key priority for Plan International will be to update the Global Hub Record of (Data) Processing Activities (ROPA) to maintain compliance with the European General Data Protection Regulation (GDPR).

⁹ Internal learning platform

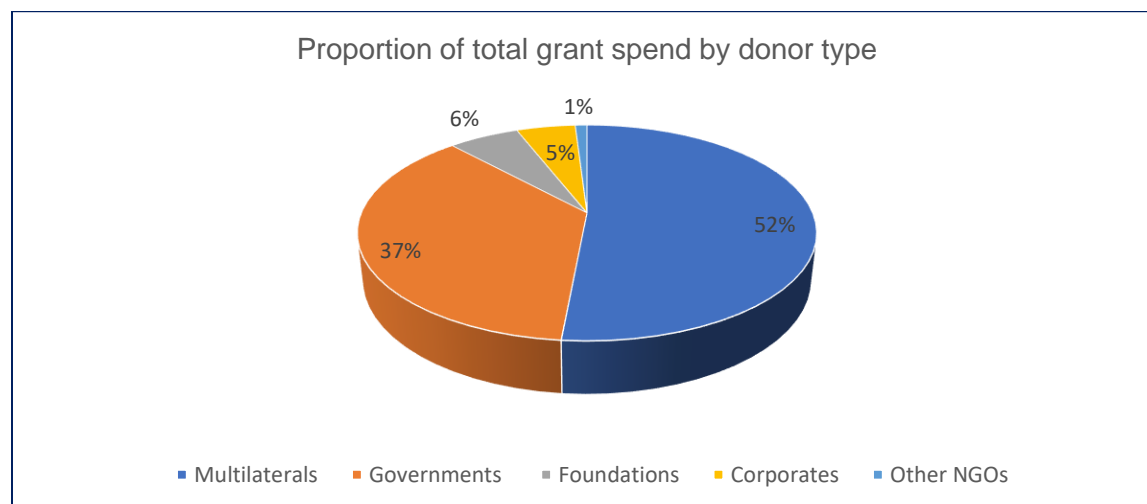
G4 Largest donors and their contributions

All figures provided below cover the period June 2021 – July 2022, unless otherwise stated.

The largest donors as at the end of FY22 are as follows, similar to our previous ranking. General donations are individual giving funds raised by a range of NOs and provided usually as match funding for other grants.

All donor types

1. United Nations World Fund Programme (Gifts-in-kind/GIK): €59m
2. Global Fund: €32m
3. General Donations: €28m
4. Global Affairs Canada: €22m
5. Swedish International Development Cooperation Agency (SIDA): €18m
6. UNICEF: €17m



Institutional donor total: €341 million (including GIK)

Top 10 institutional value: €216 million (63% of total)

The current worldwide inflation and macroeconomic conditions continues to pose challenges to donation levels, especially individual giving. However, medium term recovery is expected. Institutional funding and other streams of funding are expected to remain stable. The finance team continues to align its objectives to the new Global Strategy to increase the overall organisational impact in programme areas.

Responding to the panel's feedback (2020-2021) on guidance for National Organisations (and a potential global policy): Due to the diversified membership structure and access to a broad range of donors. Plan is not reliant on any single donor or government to an extent that would negatively influence the global organisation. An internal funding approval process is in place to conduct due diligence on all projects and funding arrangements.

Cluster C: Organizational Effectiveness (What we do internally)

H1. Recruitment and employment is fair and transparent

We revised our **Talent Acquisition Policy and Procedures** (attached), which addresses inclusive recruitment and ensuring diversity at each stage of the recruitment practice in greater detail. We have circulated widely for feedback and plan to submit to the Leadership Team for review in March 2023. This will apply globally across PII to ensure consistent recruitment process, standards and practice.

Equality, Diversity and Inclusion (EDI) and Anti-Racism

Key updates and highlights since our last review include:

- **New Talent Acquisition Specialist** hired, who will be responsible for supporting country offices in implementation of the policy and procedures including applying an EDI and Anti-Racism lens to all recruitment activities.
- **Training and guidance related to inclusive recruitment practices** is currently in design to be launched mid-2023.
- **A debiased recruitment platform 'Applied'** is currently under trial for a number of roles.
- **Talent Acquisition have tracked the diversity of the applicant pipeline at each stage for Global Hub roles.** In FY21 we focused on ethnicity only however the FY22 data includes gender identity, religion, age, ethnicity, sexual orientation and disability. The report is currently being drafted and data related to UK applicants will be compared to the latest census results.
- We run a **Global Employee Survey (GEES)** every two years, followed by shorter "Pulse" surveys in interim years. Our composite score across EDI questions is 85%, which is 8% over the Benchmark median and has been consistent for the last 2 years.
- **Strongly positive results across 21 EDI measures** across Country Offices within the top 10 of the Fragile States Index 2022 (CAR, Somalia, Sudan, South Sudan, Myanmar)
- **In the second part of 2022, we will also conduct an external review of our Anti-Racism and Diversity, Equality and Inclusion standards**, initially developed in 2021 – aiming to bring coherence across our practices at all level of PII and through our reporting processes.

Employee Engagement

Reviewing results in our GEES (2022)¹⁰, we aspire to have staff move from highly engaged to highly inspired employees across Plan International.

Results include:

- **91% of PII agreed that they get meaning and inspiration** from Plan International's purpose and ambition as we strive for a just world.
- **84% are confident that Leadership provides effective Leadership** to deliver our purpose, ambition, and strategy. 81% agreed that Leadership leads by example.
- **The response rate for FY23 is 83%**, which is 7% higher than 2021 pulse survey (76%).
- **Employee Engagement scores are consistently above the benchmark.** Our composite engagement score is 90%, with 88% employees stating that they wholeheartedly recommend this organisation to others as a good place to work. **This includes positive scores for male and female staff. All racial groups are showing a strong positive score**, apart from 'White European' and 'White North American' which are at 68%.
- **Rollout of Harassment, Bullying and Discrimination resulted in 94% of our employees across PII knowing how to report incidents**, which is 5% above our benchmark median.

¹⁰ Conducted in November 2022, just outside from the official reporting period for this interim report (July 2021-June 2022), as these latest results are the most up to date and mostly cover the FY22 period.

- **86% agree that 'Bullying and harassment is taken seriously in the organisation and there are effective mechanisms for dealing with it' which is 12% above benchmark median.**

GEES results: Anti-Racism and EDI

- 'Staff in Community' have the highest positive overall (90%) for EDI, line management has the lowest (80%), but this is still +5 on the benchmark median.
- The average survey satisfaction score across the organisation for EDI indicators is 85% (87% male, 84% female), with a slight decrease in some measures compared to the results of the 2021 survey.
 - Relatively speaking, employees gave the lowest score to "the organisation's ability to attract, develop and retain people with diverse background" (77%).
 - Across all measures, scores dropped dramatically to 64% for respondents identifying as non-binary or preferring not to say / self-describe.
 - Overall, responses were otherwise fairly consistent across groups (by gender, by ethnicity, by age, or seniority) with a few exceptions to very specific groups (i.e. male Pacific Islanders, female Central Africans).
- Results have been widely communicated across the organisation, and in different forms and summaries including: results by topic and low/highlights. The People & Culture also provided toolkits for team reflection sessions (in four languages), and communications on follow-up actions since the 2021 survey. Regional / departmental teams have also organised a range of reflection sessions to discuss learnings from the survey.

GEES results: Staff care and Wellbeing

- Composite score is 2 points above the benchmark average and the same as the 2021 survey.
- Line managers (70%) and Leadership (71%) roles score lower than Admin (79%) and non-Management (73%) in the composite score for this category.
- Employees taking sufficient rest from work is an area of concern, with only 61% score, the same as the 2021 survey.

GEES results: Safety & Security

- Our Country Offices in the top 10 of the Fragile States Index 2022 show Sudan is a country of concern, scoring poorly throughout except for safety and security¹¹.
- There is an increased awareness across the COs about safety & security. Every region has an action plan for each CO in Safety and Security. Women in Security consultations highlighted gaps, while also raising awareness. The scores are still high for most groups, with the lowest above 85%.
- There is no noticeable difference between male and female responses. Employees taking sufficient rest from work is an area of concern, with only 61% score, the same as the 2021 survey.

in FY23, Plan International will continue conversing with staff globally about our areas of strength and focus. Team reflections are commencing starting in March 2023 around the results of The Heartbeat 2022. People and Culture Strategic Framework, roadmap, and BU annual plans incorporate initiatives informed by the survey results.

¹¹ Results pre-date the violence that erupted in Sudan in April 2023

H2. Staff development

Plan International developed a **new Learning and Development Policy and procedures** and **updated the Performance Management Policy**, both signed off by Chief People Officer on 1st November 2022.

These policies apply to PII entities worldwide, its subsidiaries and Plan Limited, as well as PII's country, regional and liaison offices and should be read in conjunction with each other. They do not include National Organisations, which have their own independent policies.

The purpose of performance management is to define the **performance management framework** and process at PII, which is designed to:

1. Ensure our employees' performance contributes to achieving Plan International ambition and strategic priorities, increasing team and organisational performance, therefore achieving maximum impact for children, especially girls.
2. Motivate employee performance through effective goal setting and continuous feedback.
3. Improve employee capability by identifying areas for improvement, growth, or advancement, actioned through personal development plans.
4. Strengthen our Values-Based Leadership culture, underpinned by Feminist Leadership Principles through PII leadership competencies.
5. Improve working efficiently and effectively through PII business management competencies.
6. Support career development, professional development, talent and succession planning.

Learning and Development at PII supports each of the seven areas (**P**eople, **L**earning, **A**ccountability, **N**urture, **K**nowledge, **E**ngagement, **D**riven) within [PII's People and Culture Strategic Framework](#) and our [Values-Based Leadership underpinned by feminist leadership principles](#) and [Anti-racism and Equity: Vision and Principles](#). Further information on our principles is included in the Annex p.23.

Plan has a wide range of training materials and methods for staff – MOOCs, Plan Academy, Workplace, communities of practice. All training is provided in English, French, Spanish. Plan continues to make efforts to ensure language barriers are addressed. We're looking into translation for other languages, while our Support on The Go app can translate content into approximately 80 languages. This is being tested in the Ukraine response.

I1 Resources are acquired in line with your values, globally accepted standards and without compromising independence

[the update below belongs in the next reporting cycle for July 2022-June 2023. Plan will review early impact of the new policy by early 2023.]

In January 2023, a **refreshed Corporate Partnerships Ethical Engagement Policy** (attached) was rolled out across Plan International. This replaced the existing Policy that had been in place since 2015. The Policy outlines the organisation's approach to conducting due diligence on potential private sector partners. The Policy is a Global Policy meaning it applies to all Plan International entities.

Over the last seven years both the organisation, and the world we operate in, have changed significantly. It was important to review our Policy to ensure our partnership decisions align with our evolved ambitions, our youth led approach and focus on supporting human rights, and our drive for gender equality. The 2023 Policy is attached to this report and outlines how Plan International decides who to engage with and what industries are excluded and considered high risk. The Policy includes a set of standards and helps us assess the suitability of an opportunity based on a company's values and behaviours.

The Policy is supported by a set of guidance documents including a template for conducting an ethical assessment on a prospective private sector partner. All documents are available in English, French and Spanish to ensure wide understanding and organisation wide webinars have been hosted to introduce the new Policy, with translators, in different time zones to ensure maximum reach.

All completed ethical assessments are stored by the Global Hub to ensure transparency and consistency across the organisation in partnership decisions. This also enables the Global Hub's Partnerships Team to assess the quality of the assessments and ensure compliance with the Policy.

I3 Minimising risk of corruption, bribery, and misuse of funds

PII has a fully resourced Global Assurance function that carries out regular internal audits and fraud prevention and investigation activities. The Director of Global Assurance reports directly to the Board, thereby protecting the function's independence and objectivity.

The organisation's fraud risk management requirements are set out in the Global Policy on Anti-Fraud, Anti-Corruption and Bribery. The Global Policy on Values, Conduct and Whistleblowing provides further direction on the organization's expectations regarding conduct and reporting of fraud and corruption.

Fraud risk management is actively pursued through a programme of activities around Deterrence, Prevention, Detection, Response and Remediation. Prevention and Detection activities are centered around fraud awareness training and communication of key policies and practices. This training and communication is carried out at Country Offices and National Offices. Detection activities include: management oversight; internal audits; and a confidential and anonymous externally managed whistleblowing system, Safecall. All reported allegations are evaluated and responded to with detailed investigations conducted when needed.

A summary of reported fraud incidents and the response to these is reported quarterly to the Financial Audit Committee of the International Board.

J 1. Governance structure and policies/practices to replace and recruit new trustees/board members

(Summarised from the 2020-2021 report)

Information on our [global governance](#) and [structure](#) are included in our international website. It includes an overview of each of our governing bodies (the Members Assembly, the International Board, our global leadership team) and of entities part of our structure (country offices, regional hubs, liaison offices, national organisations and the global hub).

Key changes to our governance structure over the last reporting period are included under questions A2 and A4.

Policies/practices guide replacing and recruiting new trustees/board members

Elections of International 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 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. Candidates are interviewed by the NGC and background checks are done on all prospective candidates. The NGC determines the recruitment channels to be used based on the individual circumstances, including open advertising.

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 election procedures that require a representation of gender, geographical, ethnic, cultural and age diversity as well as geographic diversity and gender balance. The Board's annual report to the Members' Assembly contains details of the age, nationality, geographic location, gender, and length of service of Board members.

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 meeting of the Members' Assembly.

Plan International is currently in the process of reviewing its current membership model to increase our impact, legitimacy and sustainability. As part of that, Plan International will build an ambition to have greater representation of - and accountability to - those we work with. Decision making at a global level currently is not *sufficiently* representative of the communities we serve and there is limited youth and movement participation and perspectives at a global level. Plan International has made this review a priority and as part of the process is consulting widely within the organisations, as well as trying to learn from our peers.

J5 Protecting confidentiality and anonymity of those involved in complaints.

(No update available from 2020-2021)

Mechanisms

1. A Whistleblower can raise concerns internally or externally. A Whistleblower does not need to reveal their identity at all to raise a complaint via the external whistleblowing channel Safecall. Safecall – is the independent and confidential misconduct reporting facility.
2. Information on the identity of the Whistleblower, if known to PII, is only shared if appropriate to do so. Where it is appropriate to share, it is done so confidentially and on a need-to-know basis during the investigation process. If the identity of the Whistleblower is known but they choose to remain anonymous, this is respected, and the information is restricted on a needto-know basis.
3. There are options for the Whistleblower to advise on the levels of anonymity.
A Whistleblower using Safecall can choose to be:
 - Named: Agrees that their identity can be passed by Safecall to Plan International.
 - Semi Anonymous: Agrees to provide their identity to Safecall but does not want this passing to Plan International. Safecall may contact them using the details they have provided.
 - Anonymous: Does not want to provide their identity to Safecall or Plan International.
4. The Whistleblower's identity if known is not revealed to the alleged preparator unless the person wishes for his/her identity to be shared. Appropriate protection is provided to all Whistleblowers.

Staff awareness and encouragement to report

1. The contact details for Safecall are accessible to all staff via the intranet. Country/regional offices have Safecall posters in their offices. Posters are available in English, Spanish and French.
2. There is regular socialisation of the policy to all staff.
3. The Whistleblower can submit their concern via Safecall in writing or by calling a free telephone line from any location/country.
4. Concerns submitted in writing can be done in any language of the Whistleblower's choice.

K1 The governing body and management are held accountable for fulfilling strategic promises.

Resources available to Plan International

- Terms of reference for the following committees: Programme, People and Culture, Financial Audit.
- Open and Accountable page on Plan International intranet (incl. a Governance Document Library).
- [PII By-laws](#).

Management accountability - The Global Hub management team reports quarterly to the International Board (IB), who are responsible for overseeing their work in managing the organisation and delivering the strategic priorities. Minutes and relevant meeting papers (with limited exceptions for sensitive material) are uploaded to the intranet (accessible to all staff), and also shared with the Members' Assembly (MA).

The IB is further supported in holding management to account by its three sub-committees; the People and Culture Committee, the Programme Committee, and the Financial Audit Committee. Each of these committees meets at least three times per year to receive updates from management on the specific areas within their remit and explore these in greater detail. More details included in the Annex p.23.

At each MA, the CEO reports directly to on progress on fulfilling the Global Strategy.

In terms of accountability to staff, management holds "town hall" sessions during which staff have the opportunity to raise questions and concerns, which have been organized monthly as much as possible.

Governing Body accountability - the Board develops an annual report at the end of each financial year (and a mid-year update) setting out its activities for the past year and its priorities for the next year. These reports are then delivered to our MA (mid-term report in June, annual report in November). On an annual basis, the IB also provides a detailed report on performance against the Global Strategy.

The Chair has also recently implemented "values conversations" at Board meetings. They invite the Board and management to discuss one of Plan International's [four values](#) in depth and reflect on how they live these values in their behaviors and ways of working (in line with the similar initiative being championed by the CEO and Chief People Officer for staff and management).

The Board conducts **annual self-assessments** which include one to one discussions with the Chair and a group discussion in closed session as well as a survey completed by both Board members and management in which they reflect on the Board's performance and potential areas for improvement. Actions are tracked in a **Board improvement plan**, while a committee of the MA (Board Oversight) receives results of the **Board's self-assessment** – which is discussed annually with the Chair. Actions and self-assessment results are confidential, but **minutes** of the Board Oversight Committee meetings are shared with the entire MA and to Plan International staff via the intranet (along with all other non-confidential MA papers). Outcomes of each MA meeting and key commitments are summarised by the Chair back to the MA.

Communication, mutual understanding, and accountability between different management bodies and to staff is an area that could be improved, with initiatives like the **new** extended leadership group (including the PII Leadership Team, Directors of Sub Regions, and Country Directors) which will meet regularly and provide a forum for management teams across the organisations to hold each other to account. The PII Leadership Team continues to note the importance of improving communication with staff.

In FY23, Plan International is developing performance measures for its management team. A scorecard for the CEO is already in place, and will be followed by similar initiatives for other leadership team members.

K2 Inclusion of staff in discussing progress toward organizational accountability

Several steps have been taken to ensure staff are included in discussing progress against our organisational accountability.

Now that the new **Global Strategy** has been officially launched in July 2022, teams across PII are collaborating to make it a cornerstone of our organizational accountability. We've developed an annual realization plan, ~35 key indicators across our 3 pillars and 8 objectives including targets and ways of measuring progress – all while making sure that a broad representation of entities / key roles are involved in discussions along the way.

Beyond the Strategy, we commissioned the Institute of Development Studies (IDS, also an advisory service for Monitoring, Evaluation, Research and Learning / MERL team) between Nov 2021 and Dec 2022 to explore mechanisms and approaches to bridge our existing strategic, organisational, and programmatic frameworks and to make recommendations that will support results-based learning and performance reporting to strengthen our organizational accountability.

From late April until mid-May, the IDS team conducted a series of semi-structured interviews with key Plan International staff on an individual basis, as well as focused group discussions. Staff were selected to represent PII and its members from across all entities – including National Organisations. IDS consolidated recommendations in a report, which now forms the basis for an action plan moving forward.

Mutual accountability – based on feedback in the IDS report, and other engagement across Plan International, the Global Hub Performance & Insights team is laying the foundation for PII mutual accountability. We are developing mechanisms for performance management holding all PII entities accountable for delivery in their respective areas and roles (not just Country Offices).

This will include:

- Conducting a gap analysis of missing indicators and setting Business as Usual (BAU) measures across a holistic platform; Purpose, People, Finance and Fundamentals. This ensures a broader perspective of our performance.
- A performance cycle for Global Hub and Regional Hub;
- Incorporating performance management “pause and reflect” forums (action plan orientated).

K3 Scope of this accountability report and influence over national entities

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 – as defined by our Global Policies.

We currently have 13 approved Global Policies (up from 8 in 2021) and also three “other mandates” which aren’t Global Policies per se.

Approved Global Policies:

- | | |
|---|--|
| 1. Gender Equality and Inclusion | 6. Purpose and Identity |
| 2. Safeguarding Children and Programme Participants / <i>NOs audited in 2022</i> | 7. Risk Management |
| 3. Anti-Fraud, Anti-Bribery and Corruption / <i>NOs audited in 2022</i> | 8. Values, Conduct and Whistleblowing |
| 4. Safety and Security (new) / <i>NOs audited in 2022</i> | 9. Environment (new) |
| 5. Programme and Influence Quality + Sub-Policy: Monitoring, Evaluation, Research and Learning Policy | 10. Data Privacy (new) |
| | 11. Corporate and Entity development (new) |
| | 12. Corporate Partnerships and Ethical Engagement (new) |
| | 13. Funding Global Costs (new) |

Other “mandates” but not called Global Policies:

1. Material breach (Mandatory reporting system, Material Breach Escalation process) **(new)**
2. Global Governance standards **(new)**
3. Financial Standards / Funding model (several standards, policies and guidance, in addition to the Global Policy on Funding Global Costs noted above)

The Global Assurance team audited all NOs for three policies (Safeguarding, Anti-Fraud and Security). In addition if we have audited one NO against the GE and I policy but this was not a systematic programme like the previous 3 policies. We are now in the process of agreeing our future approach and coverage of Global Policy audits with the Board. This will be discussed and approved in June 2023.

Annex

C2 Expertise is recognized and welcomed by peers and stakeholders

Memberships

Child protection

- the Strategic Advisory Group (SAG) of the Alliance for Child Protection in Humanitarian Action
- the Global Child Protection Area of Responsibility (AoR)

Education

- the Steering Committee of Global Coalition to Protect Education from Attack
- the Strategic Advisory Group of Global Education Cluster

Gender

- the Inter-Agency Standing Committee (IASC) Gender Reference Group
- the Global Gender Based Violence AoR
- the Inter-Agency Network for Education in Emergencies (INEE) Gender Task Force

Other

- the Global Cash Advisory Group of the Grand Bargain Cash Caucus
- the Global Food Security Cluster Strategic Advisory Group (FSC SAG) and the Global School Meals Coalition
- the Inter-Agency Working Group on Reproductive Health in Crises (IAWG)
- the Children's Environmental Rights Initiative (CERI)

Leadership (chairing, steering group, boards)

- Steering Group of Global Alliance for Disaster Risk Reduction (DRR) & Resilience in the Education Sector (GADRRES)
- Co-chairing the Gender Based Violence Call to Action NGO working group

Sexual and Reproductive Health & Rights in Emergencies (SRHRiE)

- Co-leadership of the adolescent SRHR sub-working group
- Co-leadership of the Inter-Agency Menstrual Hygiene Health (MHH) in Emergencies working group

Cash & Vouchers

- the Governance Board of the Cash and Voucher Learning Partnership (CALP) Network
- Co-chairing of the global Cash & Markets working group (Global Food Security Cluster)

F2 Stakeholders support your advocacy work and value changes achieved

#FreeToBeOnline campaign - full list of commitments generated by the youth-led Freedom online campaigning:

1. A commitment by the Vice President of Zambia, Mutale Nalumango, to enhance digital media literacy programmes in schools
2. A commitment by the Ministry of Women, Empowerment and Family in Cameroon to develop a charter for the protection of Children Online
3. Multiple commitments from agencies and institutions in Philippines to tackle misinformation and disinformation and enhance girls' safety online
4. An agreement from the National Secretariat in Peru to promote digital literacy among children and young people

5. New guidance, resources and workshops for girls to navigate safely navigate online spaces developed in partnership with Instagram (Philippines) and Microsoft (Ecuador)
6. Girl Takeovers around the world, including with Facebook Head of Greater China Vice President, Ms Jayne Leung – who pledged her support in building a better and safer online environment for girls. Bernice, who took over the role, said: “After the event, I designed two awareness and educational campaigns on social media. The first one focused on explaining the negative influence of misinformation and disinformation on girls and the second one focused on cyberbullying.”

H2 Staff Development

Learning & Development Policy

1. The organisation is committed to supporting all staff to attain, build and demonstrate knowledge, skills, behaviours and the required mindset needed to be successful in their roles, balancing individual and organisational needs to meet our strategic agenda for children and especially girls.
2. The organisation strengthens individual, team and organisational performance to contribute to achieving [Plan International's strategic ambition and strategy](#).
3. PII will have the global depth of capable talent to deliver PII impact and outcomes and to do so by aligning to our Values-Based Leadership underpinned by feminist leadership principles.
4. Learning and Development is a tactical, positive driver of staff engagement, helping to ensure that staff feel valued and involved, can contribute fully and realise their potential.
5. Good Learning and Development practice will enhance PII's reputation as a first-choice employer, increasing its ability to attract and retain the very best workforce.
6. PII is developing staff to ensure we have the right people available for current and future needs to meet our strategic agenda for children and especially girls.

K1 The governing body and management are held accountable for fulfilling strategic promises.

From the Plan International Intranet

External information included in the Plan International website [here](#)

Members' Assembly

The Members' Assembly is Plan International Inc.'s supreme governing body, currently made up of 20 member National Organisations. The Assembly is comprised of delegates from the governing bodies of National Organisations, and meets twice each year, generally in June and November. From June 2023, our Members' Assembly will also include two delegates under the age of 25 who have been involved with the youth advisory bodies of our Country Offices.

One of the main tasks of the Members' Assembly is to elect the members of the Board of Directors of Plan International, Inc. known as the "International Board", which is accountable to the Members' Assembly. It also sets high-level strategy and direction for the global organisation, approves the annual budget and audited financial statements, and sets membership criteria, including the Global Policies.

The Members' Assembly has two committees: the Board Oversight Committee - responsible for monitoring the performance of the International Board; and the Nominating and Governance Committee - responsible for managing the elections to the International Board, appointments to committees, and monitoring and advising on governance issues.

International Board

The International Board of Plan International, Inc. is nominated and elected by the Members' Assembly and chaired by the Chair of the Members' Assembly. It is comprised of up to 11 directors, who are non-executive volunteers, the majority of whom must also sit on member National Organisation boards with at least three independent members. Board members may serve a maximum of three terms of three years.

Collectively, the International Board is accountable to the Members' Assembly for all of its decisions. It oversees Plan International, Inc.'s management and does all that is necessary to implement the vision, mission and overall strategic goals of the global organisation as well as any other policy or decision of the Members' Assembly.

The International Board has four committees:

The Financial Audit Committee - responsible for reviewing the integrity of financial information, financial controls and risk management, and overseeing the external audit;

The Programme Committee - responsible for overseeing the management and effectiveness of our programmes;

The People and Culture Committee - responsible for providing assurance to the International Board that the organisation has the right People and Culture policies, structures and processes; and

The Executive Committee - responsible for providing leadership and oversight on matters within the International Board's mandate between regular meetings (*currently inactive*).

From the Governance & Executive team

These structures are supported by a culture of openness and by ways of working between management and governors that encourage the early sharing of information (good and bad). Both the International Board and management are committed to fostering this culture and holding each other to account, this was a key focus of a January 2023 retreat for the International Board and Leadership Team where both groups agreed key principles to underpin how they work together.