



BUILDING BETTER PARTNERSHIPS TO ADVANCE CHILDREN'S RIGHTS AND EQUALITY FOR **GIRLS**

– Guiding Principles

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4 KEY THINGS ABOUT PLAN INTERNATIONAL'S APPROACH TO PARTNERSHIPS



Plan International is outward-looking, and recognises that we cannot achieve sustainable development outcomes by working alone. This requires us to build relationships with a variety of organisations, institutions and other actors (including the corporate sector), who have an impact on the changes we are seeking.

(Plan International Programme and Influencing Approach)

1.

In order to meet our global purpose and achieve the changes we want to see for girls and boys, we need to combine forces with others and work together. Having the right partnerships with the right people is essential to our success.

2.

Partnerships across the organisation need to reflect our purpose and our values. Partnerships may look very different depending on who we are partnering with and what for, but the principles underpinning the partnerships are the same. Otherwise we risk contradicting ourselves and losing credibility and integrity.

A successful sustainable development agenda requires partnerships between governments, the private sector and civil society. These inclusive partnerships built upon principles and values, a shared vision, and shared goals that place people and the planet at the centre, are needed at the global, regional, national and local level.

(Sustainable Development Goal 17)

3.

We need to partner with many different types of organisations and entities to fulfil our goals. This includes organisations that organise themselves very differently to us. Our partnerships need to be fit for purpose and to respect the integrity of our partners so we need flexible processes and tools and a more nuanced approach to risk.

We will engage effectively with organisations of children, youth and young activists; and learn to mitigate the risks this might bring.

(100 Million Reasons)

4.

Every person from Plan International who interacts with a partner organisation, however briefly, changes how that partner views us and how our partnership works. Keep this in mind when interacting with partners, when sending emails, speaking on the phone and attending meetings, and ensure that you are contributing to a respectful and effective partnership.

Each interaction is a mirror of the organisation we are part of. The way we run every meeting actively creates the system within which we operate.

(Peter Brownell, www.organizationunbound.org)

WHAT IS THE DOCUMENT FOR?

This document sets out why working in partnership is important for Plan International. It includes guiding principles and useful steps that can serve offices as they develop strategies, programmes and projects; or when they conceive tools to develop and nurture the fruitful and diverse partnerships required to fulfil our global purpose.

While we have made some progress since 2015 when the first Building Better Partnerships document was written, '100 Million Reasons' challenges us to go further. This document therefore asks staff to take a critical look at the partnerships they have and at how effectively these reflect our values and contribute to our goals.

Our Theory of Change emphasises the key role that civil society plays in bringing about change for children. Yet many of our partnerships with civil society organisations (CSOs) have in practice been sub-contracting relationships where the focus is on compliance rather than mutual learning and an equal relationship. Some of our partnerships with the private sector have simply been a means of obtaining funding without exploring the potential for influencing and working together to bring about change.

This document applies to all our partnerships across the development–humanitarian spectrum and across all levels – local, national, regional and global – in whatever country and for whatever purpose.

WHO IS THE DOCUMENT FOR?

This document is for all those involved in partnerships with other organisations and institutions including, among many others, Country and National, Regional and Sub-regional directors, department and programme heads, business development managers, project managers, technical advisers, liaison office staff, administrative and financial staff.

It is meant to be a useful resource for other organisations to learn about our org-anisational approach to partnerships.

HOW HAS THIS DOCUMENT BEEN DEVELOPED?

Plan International began the journey to improve our approach to partnership building on 2013 when we took part in the global Keystone survey. It gave us a wake-up call that we needed to make significant improvements to the way we work with others. We started by developing and piloting partnership standards. With the help of this experience, we produced the first edition of Building Better Partnerships. After two years of implementation, we captured lessons learnt through surveys, case studies and from online training. We then brought together a small group of partnership practitioners from National Organisations and Country Offices, and IH to make recommendations on improving the guidance and finally consulted with many colleagues from across the organization to complete the task.



“Partnership means working together on equal terms in a formal, mutually agreed collaboration with shared goals and responsibilities.”

What do we mean by partnership?

Plan International works to realise children's rights and greater equality for girls by working in partnership with other groups and organisations. We work with partners such as children's groups, community groups, civil society organisations, government institutions and the corporate sector. We also work with multilateral and bilateral donors and institutions, private and public foundations and academic institutions. We work with these in a variety of

settings, development and humanitarian, and at local, national, regional and international levels.

These partnerships are central to our Programme and Influence Approach and to delivering quality, evidence-based programme and influencing work. They help us to meet our purpose and deliver our Global Strategy “100 Million Reasons”. We are more powerful and create more sustainable impact when we act and influence together.

We collaborate so that we can benefit from the skills, knowledge and resources of others and so that they can benefit from ours. We collaborate so that our voice and the voices of children and young people are heard more loudly. We collaborate so that we can reach more people in more places and deliver programmes of better quality. Partnerships enable us to collaborate with others with intention and in an accountable way.

Partnerships are beneficial to both partners and develop around a common goal which both partners want to achieve. They are generally long term and they should enable learning from each other.

Effective and fruitful partnerships are central to the quality of our work. But making partnerships work well for everyone involved takes careful effort. We must strive to continuously improve our understanding of partnerships and of how we build and nurture them in practice.

What is not a partnership?

In order to do our work we need to have many relationships with individuals, organisations and official and unofficial entities – just as we do in our own lives. Not every relationship we have is a partnership. Partnerships are a particular kind of relationship entered into with intention and with a formal agreement to work together to achieve a particular goal.

When we contract a company to build a school, we are entering into a contractual relationship to get a piece of work done that we cannot do ourselves. We are paying for services rendered and if they are not done satisfactorily we may end the contract. They are working on our behalf rather than us working together. This is a contractual agreement, not a partnership. Partnerships generally go beyond a single activity and involve action on both sides, not just an exchange of money from one institution to another.

When we meet informally with representatives from other civil society organisations to exchange information and share learning, we are not in a partnership. There is no written agreement and participation is voluntary.

Both of these are valid relationships for Plan International to have with other institutions. However, we should take care that we do not treat our partners as contractors or accept a voluntary arrangement where a more formal partnership would bring greater commitment and mutual benefit.

1. PARTNERSHIP PRINCIPLES

Plan International's organisational values and behaviours framework guides how we want to work with others. It spells out four values that are at the heart of our partnership principles: i) we strive for **lasting impact**; ii) we are **open and accountable**; iii) we **work well together**; and iv) we are **inclusive and empowering**.

Plan International's partnership principles help to put these values into practice. All staff are expected to respect these principles when engaging with partners on behalf of the organisation:

1. Mutual respect and listening
2. Knowing yourself and your partner
3. Clearly defined objectives for your relationship and non-negotiables
4. Sharing responsibility and risk
5. Learning from each other and striving for mutual growth
6. Good judgement

Mutual respect and listening

Partnership building is an evolving process. To build trust, partners need to treat each

other consistently with respect, to appreciate each other's differences and to challenge each other where collaboration may be inequitable. Partners should agree together how all major decisions should be taken, as well as implementing and reporting on their work together. They should understand each other's point of view. Plan International's staff must make active efforts to listen to partners about the issues and opportunities that they encounter within the partnership, in their own organisation and in the working environment. This requires time, skills and resources. It also requires compromise on both sides: sometimes both Plan International and its partners may need to adapt in the interest of mutual goals.



Mutual respect and trust opens up possibilities for mutual learning and growth. Listening and a commitment to solving problems together is essential.

Knowing yourself and your partner

Before entering the partnership, both parties should get to know each other as well as possible. Partners, including Plan International, must always maintain a good understanding of:

- each other's purpose, values, strategies, objectives and key staff – and the work they do
- Plan International's commitment to a rights-based approach and gender equality and inclusion, and to child safeguarding
- the resources (financial, technical, human, knowledge, relations etc.) that each partner brings
- each partner's approach and systems for managing work
- each partner's capacities, areas of expertise, gaps, limitations and aspirations for building capacities and organisational growth.

Clearly defined objectives for your relationship and non-negotiables

The partnership should have a clear purpose that all partners agree on and understand. Partners must agree on what they want to achieve by working together, on the roles that they play in the partnership and on some

basic rules for working together. Partners should set objectives for their collaboration. They should adjust these as the relationship continues to ensure that they remain relevant.

Partners should also agree on “non-negotiables” – actions that either or all partners consider unacceptable and that may result in the partnership being terminated. If there is concern that a non-negotiable has been contravened by either partner, the relationship should be reviewed.

For Plan International, non-negotiables include:

- violation of child safeguarding principles and standards or failure to abide by Plan code of conduct or equivalent developed by partner non-reporting or failure to address fraud or corruption
- illegal or terrorist activities
- discrimination on the basis of gender or other factors
- practices that violate human rights and dignities, or result in prejudice or exclusion of any person¹
- persistent failure to adhere to the terms of the partnership agreement
- failure to meet contractual commitments to non-negotiable donor requirements.

Sharing responsibility and risk

Partnerships require partners to be mutually accountable for achieving mutual goals and for their actions and behaviours. Each partner

should commit to carrying out specific activities and ways of working. These are often best spelled out in written agreements but may also be established through other mechanisms, depending on the purpose of the partnership.

Gender Transformative Partnerships

We are committed to delivering gender transformative programme and influence work. Inequalities in society tend to be replicated in institutions, including our own. Our partnership processes should be gender sensitive. By working on gender and inclusion in our partnerships, we are working towards gender equality. As Plan International, we commit to understanding our own and our partners' barriers and enablers to gender equality, to learning from them and to working with them to improve gender equality within and beyond our organisations.

Partners should also share the risks arising from the work they do together to achieve their mutual goals, rather than expecting any one partner to bear most of the risks. Risks can arise not only from undertaking the joint initiative, but also from a partner being overstretched. “Do no harm” principles should be applied when assessing risks.

¹ This includes discrimination based on sex, age, religion, ethnicity, economic status, caste, citizenship, sexual identity orientation, marital status, physical or mental disability, HIV status or urban/rural residence.

Learning from each other and striving for mutual growth

Partners should take the opportunity to actively learn from each other and to strive for continuous improvement of their efforts and in their relationship. Partners should understand each other's different skills and competencies and how these can contribute to achieving partnership goals. They should also be aware of gaps and how they will address these. Building partner capacity may be a specific aspect of the partnership and should be based on a thorough understanding of the partner's history, ambition and context. We should also learn from our partners in the interest of improving Plan International's organisational efficiency and the quality of our programme and influence work. This continuous learning and improvement will promote mutual growth and will add value to the partnership. Adequate time and resources must be dedicated to this purpose.

Good judgment

Plan International staff should use good judgement in how they apply these principles and guidance. We should make sure that our procedures and approaches are adapted to the size and skills of each partner. They should also be appropriate for the operating context, the scope of the partnership and the level of risk. For instance, we should normally avoid using huge legal contracts with

small informal groups, and be reasonable about how we assess the capacities of well organised, established organisations (see table in Annex).

2. CHOOSING THE RIGHT PARTNERSHIPS

Why do we want to work in a partnership?

The Global Strategy confirms our commitment to working with others to achieve our goals. In order for our partnerships to be effective we need to be clear about why we want to work with others. Partnerships can enable us to better:

- strengthen civil society so that there is a conducive environment for children's rights and gender equality
- influence policy makers and the general public more effectively or appropriately
- enable government to provide appropriate services for children and young people
- resource our work – the resources could be financial, human or knowledge
- implement work that we are not able to do or that is not appropriate for us to implement ourselves.
- enable us to innovate
- respond quickly to humanitarian crises

A partnership can have more than one of these purposes and the purpose may change over time.

Before choosing a partner or agreeing to enter into a partnership, we need to decide which of

these purposes the partnership will be working to achieve. We also need to be clear about how it will add value to our work. How would the partnership be better than working alone? What can we bring to the partnership and what would we expect a partner to bring?

What is the context of the partnership?

We also need to understand the context in which we are working. If we want a partnership in order to increase our capacity to influence policy makers, we need to identify how they are influenced and who is able to influence them in this context. In a conflict situation we need to be aware of what is fueling the conflict and who is working to address it. We should also look at how the partnership fits with other partnerships we already have and at how other actors perceive Plan International. This, together with the proposed purpose, will help us to choose the right partner.

What role will Plan International play in the partnership?

We need to identify the role that Plan International will play in the partnership. This role will depend on the purpose of the partnership and the type of partner. Here are some examples of the roles we might play:

- Strengthening civil society – mentor, provider of capacity building, critical friend
- Influencing – co-influencer

- Supporting government – adviser, funder, co-implementer
- Resourcing – client, co-designer
- Implementing – funder, compliance checker, technical support

The partnership may or may not require Plan International to transfer funds to the other partner. Due diligence should be proportionate to the level of funding.

In all our partnerships we should play the role of learner, recognising that we always have something to learn from other institutions.

Understanding the purpose, context and Plan International's role will enable us to identify the type of partner with which we need to work.

Who do we partner with and why?

We can work with a broad range of organisations, groups and institutions and we can work with them in different ways. The Global Strategy challenges us to work with youth movements, for example, and to think more creatively about how we engage with the private sector. The Annex provides a list of potential types of partner and how we might work with them. For example, a partnership with a local community-based women's organisation will need to be managed differently from one with a large international company.'

Power in Partnerships

Differences in resources, capacity, influence and experience means that power is not automatically distributed equally in a partnership. Unless we are mindful of this, one partner can impose their will on the other. This can be deliberate or done unintentionally. The weaker organisation may also defer to the stronger organisation because they fear losing the resources that the partnership brings. It is vital that this is discussed and addressed when the partnership is developed and that Plan International seeks to practise equal decision-making within its partnerships. We should be honest about the power that each partner has and put in place mechanisms to balance power within the relationship.

These five questions will help you decide how to develop and manage a partnership:

1. What level of formality is needed? Why?
2. What level of due diligence is needed? Why?
3. What level of capacity strengthening is needed? Why?

4. What are the risks involved and how will you manage them?
5. How will you measure the success of the partnership in achieving its purpose?

Partnerships with civil society organisations

Plan International often partners with civil society organisations. Strength-ening civil society is also an important element of our Global Theory of Change. Capacity building for civil society partners needs to be considered carefully. Are we building capacity to enable the partner organisation to meet our requirements (financial or ethical)? Or are we building capacity to enable it to play a role in civil society and to meet its own goals? Both are valid but we should be explicit about which we are doing and why – and that our partnerships with civil society are positive for civil society as a whole.

7 KEY STEPS FORM MANAGING PARTNERSHIPS

7

**6. REGULAR FEEDBACK
& ANNUAL REVIEWS**

**7. EXIT AND
SUSTAINABILITY**

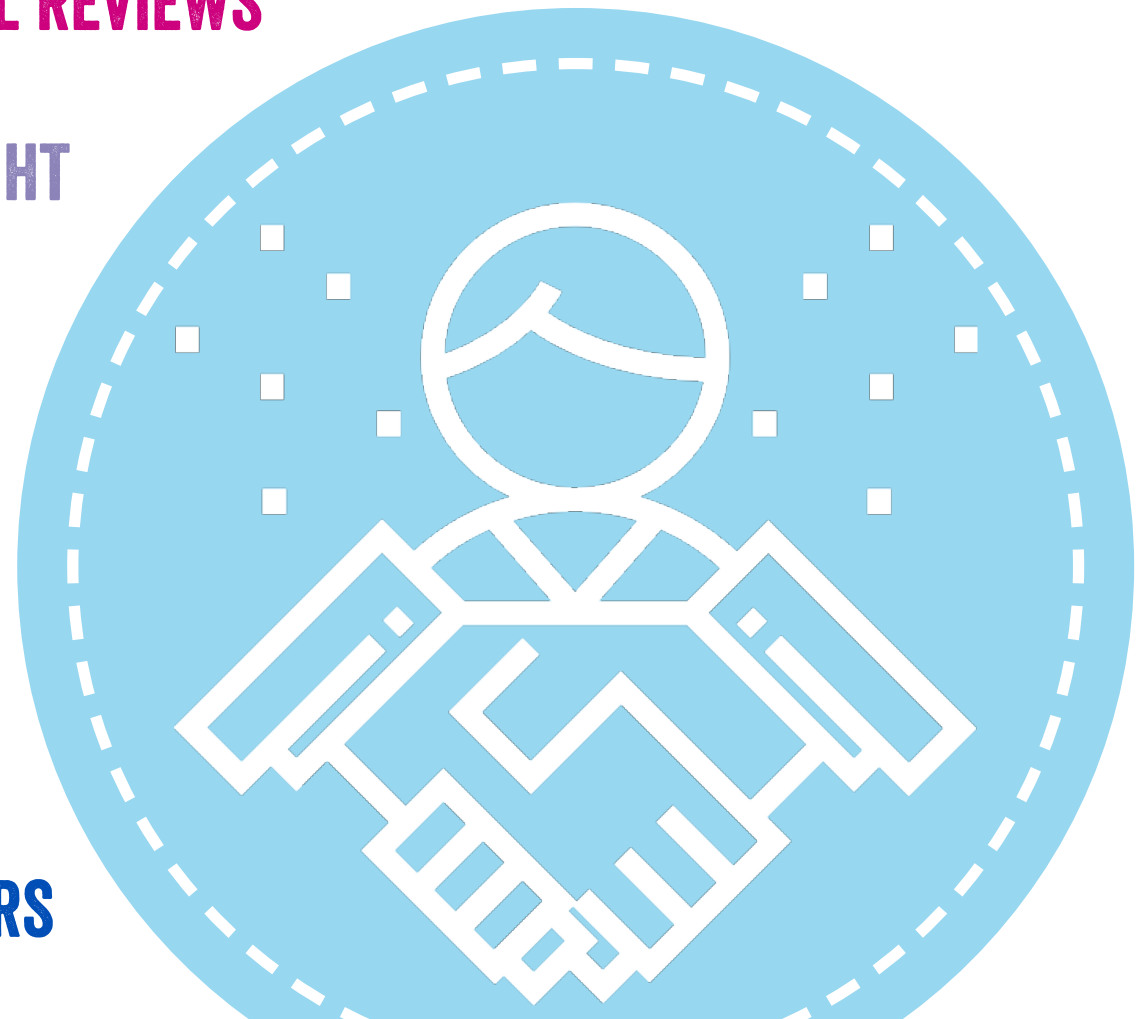
5. MUTUAL OVERSIGHT

4. SIGNING AGREEMENTS

3. ASSESSING RISKS

2. MUTUAL APPRAISALS

1. IDENTIFYING PARTNERS



3. SEVEN KEY STEPS FOR MANAGING PARTNERSHIPS

The timeframe for the seven steps will be different depending on context. Where the timeframe is very short, for example in humanitarian emergencies, they may need to be revisited and deepened over the life of the partnership.

1. Identifying partners and developing partnerships

Plan International should identify potential partners by mapping the context while developing strategic plans, programme and influencing strategies, project concepts and ideas/proposals. Before developing concrete partnerships for a particular purpose, Plan International should identify the full range of potential partners that we could work with to achieve this. If entities approach us for partnering, we should look first at what we want to achieve and at whether that partnership would help with that, in order to decide if it is worth pursuing. The partners should seek to understand each other and work out together how best they can operate in order to achieve their mutual goal. It is important to consider the timeframe for the partnership or its successful end point in order to avoid dependency or redundant partner-ships.

2. Mutual appraisals

Before starting a partnership, Plan International and the potential partner should assess each other's capacity and conduct a due diligence process. This process needs to be adapted for the different types of partners with which we work but it generally involves a structured review of key areas like: leadership, values, management capacity, gender and programme & influence approaches. We should share all the same information about Plan International that we ask the potential partner to disclose. This process of 'mutual appraisal' is important for mutual accountability and for establishing trust and a strong foundation for successful partnership. Where capacity strengthening is one purpose of the partnership, appraisals should result in capacity-building plans with adequate resources to fund them. These should be implemented with clear mutual oversight. For implementing partners in grant-funded project collaborations, grant compliance should inform the due diligence process.

3. Assessing risks

Plan International should periodically (at least on an annual basis) and openly discuss and document the anticipated risks of the specific partnership with each potential and existing partner. This allows joint action plans to be developed to mitigate and manage risks. Risks should be shared reasonably between partners.

Where working with less formal groups that require a transfer of funds, Plan International will need to consider the financial risk of working with the partner against the potential benefit for children and young people. There will always be a risk, the question is whether the risk is worth taking to enable us to achieve our goals.

4. Signing agreements

Wherever practical a written agreement should be negotiated between partners and signed by the relevant signing authority of each partner. The written agreement should be appropriate for the nature of the partnership, should undergo suitable legal review and include:

- mutual goals of the partnership and each partner's roles, responsibilities, accountabilities and contributions
- the key point(s) of contact for both organisations
- what to do if problems arise and how the partnership will be regularly assessed
- non-negotiables from partners
- terms and conditions of any funding that is supporting the partnership
- termination and exit provisions.

The length of the agreement and the flexibility of the arrangements will depend on the type of partner (see table in Annex).

5. Mutual oversight

Each partner should designate a named person responsible for regular contact and coordination with the partner. These people should stay in close contact with each other, to channel information and facilitate discussions. To maintain good oversight, both organisations should have processes and mechanisms in place to:

- always have a good understanding and keep track of the progress of the work under way;
- provide regular updates on progress and any issues that may help or hinder progress;
- provide full recognition for each other's work;
- share the same expectations about the partnership;
- inform each other if opportunities or difficulties arise and resolve any conflicts as needed with help of others;
- share lessons and learn from each other's experiences;
- have simple ways for staff to share feedback, make comments or raise concerns about each other;
- prepare regular reports about their work together;
- ensure that joined-up monitoring, evaluation and reporting processes covering project progress are in place

- initiate changes to the partnership if required by changes in context;
- review and identify any emerging capacity needs and risks.

6. Regular feedback and annual reviews

Plan International should regularly ask partners for feedback on their experience of working with us. We should ask them how well we meet the good practices set out in this document, what they value about working with us and what we should improve. At a global level, we do this through the Annual Partners

Feedback Survey, which enables us to understand and improve our partnership practice. At least once a year, Plan International should sit down with every partner and discuss how the partnership is working, including whether it is achieving its goals, and how it can be improved. These should be open and honest discussions. The review should consider both organisations' views of progress towards the objectives and activities set out in the written agreement, as well as any wider issues. It should also consider plans for the future. The review should conclude by identifying concrete actions to strengthen and transform partnership.

Plan International entities should also review their overall portfolio of partners and consider whether these are the right ones for what they want to achieve.

7. Exit and sustainability: Begin with an end in mind

Beginning with an end point in mind is key to effective partnerships to avoid dependencies and to mitigate risks. This needs to be taken into account at each step of the partnership. For each partnership, exit modalities and conditions should be defined and a vision developed of how the partnership could converge or when it should end. In partnerships where there is a risk of dependency – such as when working for a long time with a local organisation and with few other partners – there should be a roadmap to ensure sustainability of partner efforts even after the partnership has ended.

4. SEVEN KEY ACTIONS TO IMPROVE PARTNERSHIPS

Plan International is dedicated to working with partners at all levels to meet our goals of advancing children's rights and greater equality for girls; and to meet our strategic objectives. Effective partnerships require constant and carefully planned efforts. The following actions can help partnerships to become stronger.

1. Spread the word

Actively promote this guidance and the partnership principles throughout all Plan International entities and with all staff including partners' staff. For this to succeed, it must be led by senior managers such as Country Director, National Organisation Programme Director, and Directors and Department Heads of IH. All initiatives should always be informed by this guidance. It applies to how we design our procedures and systems, and to the attitudes we bring to them. This helps to nurture a partnership-friendly culture.

2. Build partnerships into programme and influence work

All country strategies and National Organisation programme strategies, Areas of Global Distinctiveness theories of change,

programmes and projects should include a strong focus on building effective partnerships, taking into account the operating context. For instance, this means identifying the most appropriate partners to work with, as well as allocating enough time and money to strengthen capacities and build up effective partnerships.

3. Use the seven partnership steps

Use the seven key steps (see section 3) when managing partnerships with diverse stakeholders. There are different sets of tools and processes that apply for each step depending on the purpose and type of partner we work with.

4. Analyse and mitigate administrative barriers

Too much bureaucracy can undermine building good relationships and partnerships. We should take time to understand the root cause(s) of such barriers and identify / implement ways to mitigate them as much as possible. All operational procedures and practices should be reviewed at different levels (i.e. IH, Country and National, Regional and Sub-regional offices) so that they align with this guidance, in order to help staff build better partnerships. This includes areas like: finance, human resources, logistics, legal and risk compliance and others.

5. Bring staff together

Bring staff of partners from programme, influence, administration, human resources, internal audit/control, child safeguarding and finance together to discuss how staff balance Plan International's organisational requirements, including grants management, with the requirements of good partnership.

6. Build staff competencies

Build partnership practices and competencies into staff objectives and staff development plans. Invest in training and capacity building for all staff involved in working with partners.

7. Share and learn

Make time to share learning and good practices about partnerships within and among offices and partners. Get involved with the network of partnership practitioners across Plan International. Create a trusting environment and relationship in which issues, challenges and learning can be candidly shared. Where relevant, contextualise guidance for the local context and help us to keep it relevant at the global level.

RESOURCES



The Planet site [Working in Partnerships](#) has a huge range of resources. Plan International staff can share experiences, learn from others and access many learning reviews and policies. It also contains key tools, including the following:

Plan International's Global Coordinator for Civil Society Strengthening and Partnership Development helps offices to establish and share good practices and manages [Plan International's Civil Society Strengthening and](#)

[Partnership Sites on Planet](#).

Plan International's [Global Partnership Team \(GPT\)](#) for corporate and multilateral and bilateral partnership resources and guidance material

Plan International's Programme Quality and Influencing Policy and [Procedures](#) and its different tools

Plan International's [Institutional Funding](#) team resources and guidance

Courses and learning materials from the Plan International Academy's [Partnership Course](#) Plan International's [Global Gender Equality and Inclusion Policy](#) and its [Implementation Guidelines](#) (2017); and [Gender Equality Partnership Criteria](#) and related partnership assessment tool (pages 45 and 46)

Plan International's [Global Policy on Safeguarding Children and Young People Say Yes! to Keep Children Safe](#) – key resources on child protection and working with partners

If you suspect fraud (whether involving a partner, Plan International staff/associates or a combination of these) report this to your line manager, or your Country Director or other CMT member. If you are uncomfortable with doing so, you can use the confidential Safecall reporting facility:

<https://planet.planapps.org/Operations/GlobalAssurance/Pages/Whistle-blowing.aspx>

ANNEXE: TYPE OF PARTNERS

This table lists the different types of partner with which Plan International might work and some of the ways of doing this. It is not exhaustive. Each organisation is different and a careful understanding of the organisation and the context in which it operates will help you make decisions about what you can do together and how.

Groups of Organisations	Nature of Partnerships	Purpose and how Plan International might work with them
<p>Community-based organizations (CBOs) including local groups of girls, boys, women or men. These can be formal or informal.</p>	<p>Formality – low; simple written agreement with regular review as the relationship evolves.</p> <p>Due diligence – low, higher if it will involve financial support but with emphasis on building capacity to manage increasing amounts of funds.</p> <p>Capacity strengthening – the main focus but emphasis on mentoring and accompaniment rather than formal training.</p> <p>Aware of and manage risks to CBO members, especially if they will be speaking out and lobbying for change. Plan International accepts some risk of small financial losses in order to build capacity and increase autonomy of the CBO.</p> <p>Measurement of success focuses on increased capability and learning from activities undertaken as much as, if not more than, external impact.</p>	<p>Strengthening civil society – as mentor, accompanier, critical friend.</p> <p>Influencing – Plan International supports organisation to influence others and to hold duty bearers to account, and provides protection and resources.</p> <p>Enabling government – holds them to account and improves feedback mechanisms with CBOs.</p> <p>Implementing – CBOs may be responsible for volunteer work or actual implementation with Plan International, providing capacity building and resource support.</p>
<p>Movements of youth and children, especially girls, working at a local or national level to change norms and make their views heard.</p>	<p>Formality – movements are usually quite fluid so likely to be quite informal with themes for working together emerging as the movement evolves.</p> <p>Due diligence – likely to need funds at short notice and to use these creatively. Minimum standards will need to be in place but mechanisms should be as flexible as possible with rapid accountability mechanisms.</p> <p>Capacity strengthening – likely to be needed but may be more about providing influencing and advocacy than traditional organisational development.</p> <p>Risks – these may be more than Plan International has traditionally been comfortable with but must be weighed against the benefits of enabling children and young people to lead and decide.</p>	<p>Strengthening civil society – to enable children and young people to have a voice, movements will need to be supported – how to do so will always be decided with the children and young people themselves.</p> <p>Influencing – Plan International will have a supportive role and/or use its own influence to magnify the voices of children and young people.</p> <p>Resources – relatively small amount of financial resources, provided flexibly with a rapid feedback mechanism.</p>
<p>Local and national NGOs and civil society organisations (CSOs) are central to a community and to society’s capacity to address social issues.</p>	<p>Formality – will depend on how well-established the organisation is: if new and developing, more informal and flexible, than if a well-established organisation with a long track record.</p> <p>Due diligence – will depend on level of financial resources for which the partners will be responsible. For younger organisations, may be more focused on building capacity and capability.</p> <p>Capacity strengthening – this should be a focus with a view to building a stronger civil society in the country. Consider doing this in collaboration with other partners the organisation may have.</p> <p>Risks – may take on greater risks with a newer organisation if it has capacity to strengthen civil society. Plan International should be aware of risks to the organisation of its association with us.</p> <p>Measurement of success – will focus on increased capacity/learning, strength of civil society and outcomes for children.</p>	<p>Strengthening civil society – tailored provision of capacity building appropriate to partners’ needs.</p> <p>Influencing – co-influencer, may also involve capacity building.</p> <p>Resources – Plan International provides financial resources, partners provide local knowledge, human resources, expertise.</p> <p>Implementing – co-implementers or organisations may implement on Plan International’s behalf.</p>

Groups of Organisations	Nature of Partnerships	Purpose and how Plan International might work with them
Government institutions at central and local levels	<p>Formality – high</p> <p>Due diligence – high level if funds are involved. Also need to assess level of motivation to change.</p> <p>Capacity strengthening – focusing on enabling government to fulfill its duties.</p> <p>Risks – be aware of wider environment of government and how this will impact on partnership.</p> <p>Measurement of success – aligned with government / international indicators.</p>	<p>Enabling government – Plan International acts as a resource and capacity-building provider but always with the long-term goal of government providing services themselves.</p> <p>Implementing – co-implementers with long-term aim of government taking on full responsibility.</p>
Academic institutions and universities, national and international	<p>Formality – medium to high</p> <p>Due diligence – focus on capacity of organisation to deliver resources/research. Financial if funds involved.</p> <p>Capacity strengthening – could involve work experience for students or could be Plan International staff benefiting from working alongside experienced researchers.</p> <p>Risks – be aware of risks associated with outcomes of research for both parties.</p> <p>Measurement of success – focus on quality of research and the use to which it is put.</p>	<p>Resourcing – provision of quality research, joint research with Plan International providing local knowledge and practical experience.</p> <p>Influencing – running a joint campaign</p> <p>Innovating – students developing pilots of ideas</p>
Corporates / private sector institutions (national and international) for shared value and influencing partnerships	<p>Formality – medium to high</p> <p>Due diligence – focus on capacity of organisation to deliver resources/research. Financial if funds involved.</p> <p>Capacity strengthening – could involve work experience for students or could be Plan International staff benefiting from working alongside experienced researchers.</p> <p>Risks – be aware of risks associated with outcomes of research for both parties.</p> <p>Measurement of success – focus on quality of research and the use to which it is put.</p>	<p>Resourcing – partner provides resource (human, financial, knowledge) to enable Plan International to work towards goals; Plan International may also provide expertise and opportunity to contribute to partner’s goals.</p> <p>Influencing – raising awareness/changing perceptions of corporates’ customers.</p> <p>Innovating – providing human or technical resources to pilot new ideas</p>
International NGOs	<p>Formality – generally high, often as part of a consortium</p> <p>Due diligence – depends on if there is funding and how it will be disbursed. Reputation should also be looked at.</p> <p>Capacity strengthening – could be mutual, based on expertise</p> <p>Risk – reputational risk should be considered</p>	<p>Implementing – joint programming</p> <p>Influencing – joint influencing</p>
Global, bilateral and multilateral institutions, e.g. UNICEF, World Bank	<p>Formality – generally high</p> <p>Due diligence – Plan International may be asked to meet partner requirements if it will receive resources.</p> <p>Capacity strengthening – not usually a component for either party.</p> <p>Risk – Plan International needs to be mindful of reputation of the institution and potential negative effects of bad publicity.</p> <p>Measurement of success – focus on outcomes for children and young people.</p>	<p>Implementing – to increase reach or provide resources that Plan international doesn’t have e.g. UNICEF provides infrastructure, Plan International provides training for teachers.</p> <p>Influencing – working together to address issue and get children’s and young people’s voices heard at global level.</p> <p>Innovating – combining resources and expertise to pilot new ideas and/or take them to scale</p>

Plan International is an independent development and humanitarian organization that advances children's rights and equality for girls.

We believe in the power and potential of every child. But this is often suppressed by poverty, violence, exclusion and discrimination. And it's girls who are most affected. Working together with children, young people, our supporters and partners, we strive for a just world, tackling the root causes of the challenges facing girls and all vulnerable children.

We support children's rights from birth until they reach adulthood. And we enable children to prepare for – and respond to – crises and adversity. We drive changes in practice and policy at local, national and global levels using our reach, experience and knowledge.

We have been building powerful partnerships for children for over 80 years, and are now active in more than 71 countries.



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