Pledge for Change

Signatory Self-Reporting Template 2024

Section 1: Background and summary

Organisation name:	Plan International
Date signed up to the Pledge for Change:	October 2022
Contact person:	Anna Keller
Submission date:	October 2024
Reporting period:	2023-2024
Number of active partners[1] (active during reporting period):	In FY24 we have reached 2,473 partners via the annual survey.

Please summarise your key organisational achievements contributing to the Pledge for Change Commitments which you would like to highlight for high-level reporting (NB. you may want to fill this in after completing the detailed report below, pulling out what you would like to highlight). *Max 300 words.*

Programmes and impact:
- Plan International's Global Strategy, approved in February 2022, has "locally-led, globally-connected" as a priority area. The ambition to shift power, build strategic, equitable partnerships, authentic storytelling and influencing wider change are central to that
- Good progress has been made on partnerships over the last 10 years (see Keystone survey results), with high scores on our accountability how funds are being spent and our capacity strengthening support
- We have held "Advancing Anti-Racist Practices in Partnerships" Spotlight Sessions in collaboration with various Plan offices and externals
- We are revitalising our Sponsorship approach

Organisational culture and capabilities:
- Plan has been conducting Power, Privilege and Power workshops for its staff since 2016
- A new team has been created in the Global Hub (our HQ), including a new Director for Localisation and Decolonisation, leading staff working on localisation, decolonisation, partnerships and civil society strengthening. The team's mandate is to articulate and facilitate a wide change organisational process, including defining alternative operational models and archetypes for Plan

Operating models:
- Many of our offices are currently looking into their operating models, some offices have already made changes to support more locally-led, globally-connected development
- One priority going forward is to determine what the Country Office of the future looks like

Governance and leadership:
- Plan is looking into diversifying its highest level governance to ensure it's more representative; we already have two young people in our Members' Assembly

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[1] Partners are defined as other organisations (or parts of organisations) with whom we have formal or informal partnership relationships, and usually refers to local actors in the place of intervention. One partner may be involved in more than one collaboration/project, but do not count one organisation more than once here. We can include partners who are funded or non-funded, as long as there is an active relationship this year.

- Many of our offices have youth advisory or external advisory councils in place to support governance and operations – in both Country Offices as well as National Organisations

Communications, campaigns and influencing:
- Plan has externally published our [Locally-led, globally-connected position paper](#) and is working on a Decolonisation position paper
- Our new locally-led, globally-connected campaigns approach is being implemented
- Our Global Brand has been refreshed - handing the microphone to children and young people, especially girls, to let us know in their own words what's important to them
- We have advanced relationships with the [Unlock Coalition/UN Foundation](#) around the Funders Collective, an initiative focused on leveraging the largest-ever financing model to resource youth directly. It's designed to reshape the financing landscape by breaking down systemic barriers
- Plan conducts youth-centred advocacy in global policy windows, led by young people. With partners we advocated actively with Member States over the nine months preceding the Summit of the Future to ensure that the priorities identified with partners and young people were included in the outcome documents. This included key recommendations: [Girls' Pact for the Future](#) and [8 Transformative Actions for Adolescent Girls and Young People](#)
- We participated in the [ICSC's Power Shift Lab](#)

Section 2: Pledge for Change Accountability

Please indicate which of the following internal accountability processes you have been working on or towards during the reporting period:

1.	Adaptation of reporting system to facilitate self-reporting for Pledge for Change	Yes
2.	Adaptation of financial system to facilitate self-reporting for Pledge for Change	Planned
3.	Development of new policies around equitable partnerships, including funding policies, or authentic storytelling in line with Pledge for Change commitments	Yes
4.	Facilitation of a partner survey (either as part of Pledge for Change or independently)	Yes
5.	Collaboration with Expert Review Panel on Authentic Storytelling to facilitate analysis of communications materials	Yes
6.	Established a common due diligence initiative with other orgs, to reduce compliance burden on partners (if yes, give details of types of collaborating organisations below)	Planned
7.	Reporting for the Grand Bargain	No
8.	Reporting for Charter for Change	No
9.	Reporting for any other accountability initiative (e.g. CHS, Accountable Now, please give details below)	Yes

If you answered "Yes" or "Planned" to any of these questions, please provide any details below (use above numbering to help keep your responses aligned):

Development of new policies around equitable partnerships, including funding policies, or authentic storytelling in line with Pledge for Change commitments

Plan International UK has developed Anti-Racism Communications guidelines. Plan International's Global Hub (GH – our headquarters) has developed and rolled out dignity and respect communications guidance. Our refreshed brand puts authentic storytelling at the forefront. Plan GH is also working on a series of best practices on partnerships. Global guidance on building better partnerships is due to be reviewed next year. In addition, we are working on a soft skill training for staff that work with partners as well as an introduction template, introducing Plan to partners.

Adaptation of reporting system to facilitate self-reporting for Pledge for Change
Plan International has taken some steps to adapt its reporting system to facilitate self-reporting. For example, additional questions have been added to our existing annual partnerships survey and our annual Global Advocacy Strategy survey. Financial system changes to capture financial information have not been done due to an ongoing systems change journey but are being planned.

Facilitation of a partner survey (either as part of Pledge for Change or independently)
Plan International commissioned a Keystone Partnership survey in 2023 and has conducted its 7th annual Partnership survey in 2024.

Collaboration with Expert Review Panel on Authentic Storytelling to facilitate analysis of communications materials
Plan International has submitted a range of communications materials to the Expert Review Panel and will use the results as an opportunity to learn.

Reporting for any other accountability initiative (e.g. CHS, Accountable Now, please give details below)
Plan International is reporting on CHS. In the past we also reported to Accountable Now.

Established a common due diligence initiative with other orgs
Whilst there is nothing established just yet, Plan International is discussing joint procurement, safeguarding, and due diligence approaches with Joining Forces members.
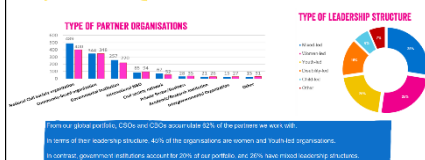
Section 3: Reporting against metrics

The following 17 metrics allow you to capture where you are at in terms of comparable and evidence-based parameters developed to assess progress according to the Pledge for Change commitments made (see Annex 1 below). Please report on all metrics for which you have data, but AT LEAST report against the metrics in green. Where you are not yet able to report, please note this, and outline in the right hand column any steps you may take to be able to report in future, and by when.

To fill in the table, please complete at least all green fields, and as many white fields as possible. Do not complete the grey fields. If you would like to develop a Pledge Metrics Definition Sheet (PMDS) for each of these indicators, please click here for a template.

NB. The data in this report, being the first report from each Signatory, will also act as a baseline for comparison for future years.

Metric	Definitions used by your organisation when collecting the data – please replace the italics in each row with your own short definition (For more detail you can prepare and refer to a PMDS if you have one)	Result achieved If you are collecting data on this, insert the relevant figures; if not please use a traffic light rating to indicate if: Red = we are not making progress towards this Amber = we are making some progress towards this Green = we are making good progress towards this (NB. You can leave blank if not reporting on this metric at all)	Learning from data and feedback received, and adaptations made as a result. Where available, include links to relevant evidence or learning documents.	Comments e.g. explanation of the data/results presented, or what plans are in place to be able to measure against this metric in future, or whether other data from your organisation shows progress in some way to the Pledge, etc. If not reporting on this metric at all, please explain why not.
Pledge 1: Equitable Partnerships				
1.1 Partner perceptions of partnership: % of local partners surveyed who consider their partnerships with Pledge for Change signatories to be equitable	Plan International does not have a globally agreed definition of the term "equitable" but is piloting a partnership continuum with Social Development Direct.	From a score from 1 to 10, being 1 the least and 10 the most, we got an average of 7.9 points	Check column AK: FY24 Partnership Survey Raw Data - Partnership Detailed Reporting.xlsx (sharepoint.com)	This information is from the FY24 Annual Partnership Survey.

1.2 Level of partnership: % of projects where the majority of funding is managed by one or more local partner(s)	*Please specify how you defined "majority of funding", "managed by" and "local partner"*	In our Project Monitoring Evaluation system 37% projects are noted as Partner Implementation only, 62% are marked as Plan as Lead Implementer, and 1% marked as Plan as Sub-Grantee.		It should be noted that at time of reporting 78% of active projects in our financial reporting system where captured, so it leaves a margin that the number of partner implemented projects would increase.
1.3 Diversity of partnerships: % and # of local partners that are representative of affected communities, such as women's rights organizations (WRO) or women-led organizations (WLO), or social movements, refugee-led organizations, women and LGBTQI -led, or organizations of people with disabilities	At the moment in Plan we are able to disaggregate the information about our partnership portfolio in "types of organisation's" and "types of leadership structures" This is the summary for the information of the FY23 Keystone Survey: **Our current Partnership portfolio** 	Disability led: 15% (257) Women led: 24% (437) Youth led: 20% (362)	Plan has also developed and rolled out guidance on working with youth-led organisations and with youth centeredness being a priority for the organization, we expect the number of youth-led organizations we partner with to further increase over time. We do not capture LGBTIQ+ led organizations in our current partnership survey. Here is the link to the full report: GLO-Keystone_Survey_Results_Summary-Final-ENG-April2024.pdf	At the moment, we're planning to keep this reporting structure, but we also acknowledge that it presents some gaps. We are going to have internal feedback spaces to take a decision if these categories need updates. Because of the different context in which we work, having a global template always means losing some specifics.
1.4 Level of funding for partnerships: % of global funding shared with local partners (disaggregated by types of partner)	*Please report using total organizational expenditure minus fundraising and domestic programming, not just programme funding. If using another reporting methodology, please explain.*	For the FY23 and FY24 budgets, we managed to keep 27% of our budget going to partners. In FY24 the amount decreased but it was proportional to the overall decrease of our organisation´s budget. Here are the general numbers: 	A recommendation has been made to agree on a global average target to increase funding shared with partners; this is still due to be discussed by senior leadership. Here is the link to the Global Expenditure Dashboard: Global	Plan International's current financial systems do not capture the type of partner in relation to funding shared. Future upgrades of the system (timing of that currently uncertain) may provide this detail.

			Programme Expenditure Dashboard - Power BI	
1.5 Fair share of administrative costs: % of formal partnership agreements providing a fair share of ICR or administrative costs	*Please explain your organisation's definition of "fair", recognizing that it should mean at least the minimum allowed by the donor, and ideally an amount considered fair by the partner.*	Not being reported directly, but we are asking partners if we share enough resources with them to mitigate risks, having an average score of 6.8 out of 10 in the FY24 Partnership Survey.	Plan International's current cost recovery policy is focusing on Plan International National Organisations sharing ICR fairly with Country Offices. Partners are currently not included in the policy, but we know that some National Organisations have started doing so when required from the donor. We aim to include partner overhead costs in budgets so that they have resources to support their development. See columns AT: FY24 Partnership Survey Raw Data - Partnership Detailed Reporting.xlsx (sharepoint.com)	Plan International's current financial systems do not capture the sharing of ICR. Future upgrades of the system (timing of that currently uncertain) may provide this detail.
1.6 Support for organizational development: % of partnership or funding agreements that incorporate core and/or flexible funding	*NB. Typically, "core funding" is unearmarked funding contributed by donors without any restrictions on its use, while "flexible funding" could be restricted thematically or geographically, but used without restriction, also across years.* **ICR should not be included here.**	Not being reported directly, but we are asking our partners if they are a stronger organisation by working together. For the FY24 Partnership Survey we got a score of 8 out of 10.	Check column AN: FY24 Partnership Survey Raw Data - Partnership Detailed Reporting.xlsx (sharepoint.com)	Plan International's current financial systems do not capture the sharing of flexible funding. Future upgrades of the system (timing of that currently uncertain) may provide this detail. However, Plan International provides flexible funding to youth-led organisations through the Equality Accelerator initiative.

| 1.7 Decision-making: % of projects or initiatives where the design is partner-led or co-created | *Please specify how you defined "partner-led or co-created" and how you assessed this, i.e., whether you surveyed staff, or staff and partners, etc. If possible, explain the process of reaching this definition.* | In the FY24 Partnership Survey we asked about if project and initiates are co-created and decisions are taken jointly, we got an average score pf 7.4 out of 10. | Check column AK: : FY24 Partnership Survey Raw Data - Partnership Detailed Reporting.xlsx (sharepoint.com) | At the moment, we don´t have a specific question in our programme reporting structure to capture this question in more detailed by each of the type of partners or partnerships.

However, Plan International uses a gender marker, which checks on the level of participation of people, including children and youth, in the project cycle from design to implementation. |

Pledge 2: Authentic Storytelling

| Metric | **Definitions used** by your organisation when collecting the data – please replace the italics in each row with your own short definition

(For more detail you can prepare and refer to a PMDS if you have one) | **Result achieved**
If you are collecting data on this, insert the relevant figures; if not please use a traffic light rating to indicate if:
Red = we are not making progress towards this
Amber = we are making some progress towards this
Green = we are making good progress towards this
(NB. You can leave blank if not reporting on this metric at all) | **Learning** from data and feedback received, and adaptations made as a result.

Where available, include links to relevant evidence or learning documents. | **Comments** e.g. explanation of the data/results presented, or what plans are in place to be able to measure against this metric in future, or whether other data from your organisation shows progress in some way to the Pledge, etc.

If not reporting on this metric at all, please explain why not. |

2.1 Partner perceptions of communications: % of local partners surveyed satisfied with INGO communication materials and feeling they are given rightful credit for their work	FY24 Partnership Survey	In our FY24 Partnership Survey we asked a question about Plan giving rightful credit partners work in communications materials and activities in general. We received a score of 7.7 out of 10.	Here are a couple of quotes from partners about this question: Check column AL: FY24 Partnership Survey Raw Data - Partnership Detailed Reporting.xlsx (sharepoint.com)	At the moment, the way we manage our communication with partners differ significantly by region. For example, at the Ukraine Emergency Response, because it´s a partner led operation, local partners have more positioning than Plan in the 4 countries in which we work together (Polan, Ukraine, Moldova and Romania).
2.2 Ethical communication: Proportion of INGO written and visual communications which are considered ethical and inclusive based on agreed standards, mention local partner contribution, and avoid reinforcing harmful stereotypes	*The Expert Review Panel will define agreed standards. You will provide 10 examples of comms to the Expert Review Panel, who will assess them against the standards.*			Plan International has submitted 10 examples of comms to the Expert Review Panel. Report due back in Oct/Nov which will then be used as a learning tool for all comms and fundraising staff to determine what evolution is needed in material going forward.
2.3 Creating space for local voices: % of speaking opportunities, and media, social and fundraising communications that facilitate direct engagement of local partners from global South	*Please specify how you chose your sample of materials, and how you disaggregated "direct engagement of local partners". We suggest a) quotes b) video c) webinar/virtual participation d) physical presence.*	All communications plans issued by the Global Hub (GH) in support of influencing events include local staff as the spokesperson. All press releases which offer a spokesperson include a local staff member, not primarily a Global Hub spokesperson (when issued from GH).		This is not a metric we capture in data; we can only offer anecdotal evidence of our practice. And we are only able to confidently say what

		Press releases issued by GH include names of and quotes from any local implementing partners wherever possible (example was in our audit submission). All offices will ensure young people, especially girls, are on press conference or event panels, not just local voices but young voices as fits the Plan International strategy and approach. Delegations to influencing events, whether local, regional, or global have a youth engagement and local engagement strategy, ensuring local and young voices drive the calls to action, the storytelling in speeches/on stages, and in the supporting communications work with media or on digital channels. This is the embedded Plan approach. As a member and Board chair of AGIP, Plan also supported the launch of an Accountability Framework and Charter that secured Champions from various governments committed to practicing and promoting girl-centred accountability. In addition, Plan co-sponsored the Youth Power Summit, where young people's voices took canter stage – leading intergenerational conversations with decision-makers and covering topics ranging from transformative storytelling and young people in humanitarian conflict response. Plan International was proud to support a large and incredibly active youth delegation at the Summit of the Future. This included four representatives of the Youth Task Force for the Future - a group of 35 young advocates from 22 countries working together over the last 8 months to advocate for their priorities at the Summit.		the Global Hub (GH) does without a mechanism to capture 80+ office activities. Going forward we will use this survey as a way to socialise further the questions asked so it helps other offices think like this (many likely doing the same kind of thing as GH, just no able to capture).
2.4 Engaging talent for content production: % of communications content developed, created or produced by local	Please distinguish between using local talent for a) developing the brief b) producing the content c) the production/edit. Please also clarify how you define "local talent"	100% of Global Hub (GH) collected content uses local freelancers, not international freelancers – whether photographers or videographers.	Detailed creative briefs and collaboration with local talent is needed – lots of support and meetings to ensure the shoot is fully prepped and briefed. Shot lists,	Plan International's systems currently can't capture whether contractors are

talent during the reporting period		Content gathering trips that have been organised by GH Video Production Dept have employed only local crew: Aug 2023 to April 2024. Filming in Egypt, Brazil and the Philippines. Media / Content Manager role: content gathering has only used local talent – stories for media have taken place in Bangladesh, Senegal, Ghana, Burkina Faso, Kenya, Nigeria, Vietnam, and Niger – using only local talent for photography and film work. Stories now happening in Ghana and Senegal also only using local up and coming photographers found by Jane Labous. She works closely with the commissioned photographers, both in French and English. In Burkina Faso, Jane's work with local photographer and videographer Isso Bationo has resulted in him being commissioned far and wide, outside the organisation, and we retain a great working relationship! In Senegal, our photographer speaks the local languages and brings a deep understanding of the communities. Jane and Rachael hope to further develop our local story talent and story gathering, going forward (see below). Also, only working with locally sourced translators for the translations of the interviews from the above three trips. The films are always signed off by the girls who appear in them along with the CO. Jane Labous & Rachael Chilton have over the last year and a half worked with procurement to establish a strong global network of local crew; this is something we are planning on building on. This locally led crew network allows us to be more responsive when we need to film, allowing us to be locally led when content gathering, even in a fast-paced emergency. Our Canada office has an amazing project called 'Embedded Storytellers' who are trained to tell local stories their way. We'd like to figure out how to scale this in coming years.	creative discussions, and ensuring translated transcripts are always provided for interviews, for GH to work from. Helps overall the stories to feel authentic.	"local" or "international". However, local Plan Country Offices and Regional Offices use local content gatherers, if they are using people extra to their own local staff teams. National organisation (the fundraising offices) do sometimes use non local content gatherers but this is not the highest proportion of content creation.

Our 80+ websites hosted on our global hub platform are being actively supported to 'own' their own webspace and develop and publish their own content:
- 51 out of 67 offices we support created website content in FY24. For comparison: FY23: 45, FY22: 28, FY21: 34, FY20: 25. Big increase.
- 17 offices had publishing permissions in FY24. 10 on level 2, 7 on level 1 (publishing and admin rights), showing increasing local ownership.

We at Global Hub have instigated a case study template for all offices to utilise, it has been designed to provide a format for people in COs to contribute content that can be adapted for local use in other countries. They have a format which is clear on what they are being asked to supply - and they are free to supply content speaking to the priorities of their office/country. Then local teams in other countries can adapt it for their specific audiences and strategies. This is leading to more authentic content for multiple uses as it is provided raw with staff elsewhere then able to use what they need for their audience/needs purposes. This is much less time consuming for the originating CO too as they don't have to edit and lose a lot of valuable raw material.

| 2.5 Visibility and recognition to local partners: Evidence of cases of public communications on programs that showcase/acknowledge local partners' work | *Please show how partners' work is acknowledged in* **all communications** *related to the following "events": a) your Annual Report, b) one major fundraising campaign, c) one public information/advocacy campaign* | Plan International's Global Annual Report always includes partners. See the report here. Page 8 lists the huge number of partners we work with, page 18 has a story from the UNs Famine Response Coordinator, page 19 names Caritas our partner in the Syria earthquake response, page 20 highlights our collaboration with Clowns Without Borders, these are just some examples of where partners are acknowledged for their work.

Press releases issued by the Global Hub include names of and quotes from any local implementing partners | | There will be many more examples across the organisation of this. Again, from the Communications audit report we will be able to keep socialising the importance of naming partners, and actively acknowledging their work more. |

		wherever possible – see an example here. (This example was in our audit submission).		

Pledge 3: Influencing Wider Change

3.1 Partner perceptions of communications: % of local partners surveyed reporting positive shifts in NGO commitment to shift power to local actors	FY24 Partnership Survey	In the FY24 Partnership Survey we asked partners if they have seen positive steps in Plan shifting power to local actors. We scored 7.8 out of 10.	See column AM: FY24 Partnership Survey Raw Data - Partnership Detailed Reporting.xlsx (sharepoint.com)	This is a question we can disaggregate by type of partner and type of leadership structure. For example, YLOs scored us 7.9 and CBOs scored us 8.0.
3.2 Collective advocacy for equitable, locally led, and anti-racist approaches to aid and development: Evidence of cases of collective advocacy for equitable, locally led and anti-racist approaches to aid and development and other interrelated government policies (e.g. trade, foreign policy)	*Please include all examples of collective advocacy, whether or not the initiative was successful, and naming collaborating actors. NB. Include all collaboration between Signatories, but other collaborations are also worth tracking here.*	Plan International ECE is an active member of the Ukraine Advocacy Working Group and the NGO Forum advocacy group in Poland. In Ukraine, localisation has been a key priority area for the Advocacy Working Group and has been included in briefings ahead of Senior Officials Meetings and well as in joint statement. In Poland, Plan International contributed to the localisation study. Plan International Spain, together with peers and as part of the Spanish National Platform of NGOS, has included comments to the Spanish Cooperation Masterplan and the reformation of the cooperation system aligned with equitable, locally led (and youth led) and anti-racist approaches, mainly focused in including child and girls rights as a principle and promoting youth and girl participation, local youth groups and networks funding and resources. See further examples below	With the locally-led, globally-position paper now approved by Plan International's board, it is expected that influencing will increase in the future.	Advocacy efforts in this area are still very much driven by our National Organisations.
3.3 Influencing donors and philanthropic community: Evidence of cases where INGOs and partners have successfully influenced donors	*Please only include successful examples of influencing, and be realistic about the contribution made to the result, naming collaborating actors.*	Plan International France engaged in advocacy toward the co-creation, implementation, follow-up, and replenishment of the Support Fund for Feminist Organizations - see more information here	See above	Our partnership with the Unlock Coalition/UN Foundation

or philanthropic community policies/mechanisms/budgets/ etc. towards equality in resource allocation to local partner organizations		Plan International Germany has contributed to the Feminist Foreign and Development Policy from the German Government where we asked to support locally led feminist organisations with direct funds.

Plan International Spain, as part of the Spanish National Platform of NGOs (Coordinadora de ONG) has supported localization agenda in several advocacy actions as well as the draft of the Spanish Cooperation Masterplan.

For the last ten years, Plan International USA has held leadership roles in the most prominent foreign aid reform coalition in Washington, DC, the Modernizing Foreign Assistance Network (MFAN). During that time, MFAN has helped pass legislation that fostered localization at four US foreign aid agencies: USAID, the MCC, the DFC and PEPFAR. [US Agency for International Development, Millennium Challenge Corporation, US Development Finance Corporation and President's Emergency Plan for AIDS Relief] MFAN's recommendations have also increased the agencies' commitment to localization and helped lower barriers to working successfully with more local partners. This has included convincing USAID to: 1) translate proposal documents and accept proposals in languages other than English, 2) raise the overhead rates paid to local NGOs, 3) reduce the cost of submitting proposals and 4) empower USAID's own local staff to make decisions on behalf of the agency. MFAN continues to build bipartisan support in Congress and the Administration for increasing the funding awarded directly to local entities.

See further examples below | | demonstrates our ambition to leverage financing models to resource youth directly in the Global South. |
| 3.4 Elevating local leadership: Evidence of local/national/ regional actors leading advocacy initiatives, with | *Please include all examples of advocacy by local/national/regional actors where you played a facilitating, convening or supporting role.* | Supported by Plan International Rwanda (PIR) through the locally led approach, the Youth Voice in Leadership, Equality, and Development Organisation | | Plan International uses a "One Plan" approach at global policy windows, |

| INGO Pledge Signatories playing facilitating, convening or supporting roles | | (YVLEAD) was established by Girls Takeover Ambassadors, and the Youth and Women Empowered Network (YWEN) was co-created by youth and women-led organisations from the Girls Get Equal Network (GGN). These are community-based, youth-led organisations and networks primarily driven by girls, youth, and young women from Nyaruguru, Gatsibo, and Bugesera Districts. This marks substantial progress in terms of sustainability, strengthening local youth-driven solutions, ownership, and meaningful participation in addressing issues affecting the rights of girls, youth, and women, as well as in governance processes and civic spaces at both local and national levels.

Plan International South Sudan Plan International has facilitated capacity-building workshops for government ministries such as the Ministry of Gender, Children, and Social Welfare, and the Ministry of Education, as well as for youth-led organizations and initiatives like the Children and Youth Parliament (CYPP), Generation 711, and the Youth Advisory Panel (YAP). These workshops equipped participants with skills to support their advocacy efforts. Plan International has also provided resources to youth-led initiatives like Generation 711 to facilitate their legal registration process as a youth-led organization.

During a side event at the European Humanitarian Forum on localisation across the humanitarian response, Plan International was the only INGO invited to speak. At the event Plan East and Central Europe (ECE) Director welcomed the establishment of the Alliance for Ukrainian CSOs, as a significant milestone for local leadership in Ukraine. He outlined the key learnings from Plan's ECE partner-led response and emphasised that going forward initiatives to focus on should include: developing funding applications as equal consortium partners; building reciprocity in due | | especially facilitating youth to speak out. |

		diligence and partnership assessment processes;) increasing our collective advocacy towards donors to increase the availability of flexible, accessible and more long-term funding to support locally-led humanitarian action and development and shifting the INGO role towards participatory knowledge generation, amplification of partners' advocacy and voice, and supporting and providing space for local civil society convenings and knowledge exchanges See further examples below		
3.5 Pledge signatories' accountability: # of Pledge for Change signatory INGOs participating in joint annual reporting, learning and accountability processes, with peers and with partners	*Data will be collected by Pledge for Change Secretariat and will include number of signatories who: a) reported for Pledge this year, b) attended Pledge Quarterly Meetings, Retreats and WGs, and c) facilitated a partner survey (as per metrics 1.1, 2.1 and 3.1)*			

Additional space for narrative reporting on qualitative metrics – please do not exceed **300 words** in any section:

Metric	Results achieved – where possible, include links to evidence
2.5 Visibility and recognition to local partners: Evidence of cases of public communications on programs that showcase/acknowledge local partners' work	**Partners provide lifesaving services to GBV survivors in Ukraine** https://plan-international.org/blog/2023/01/12/partners-provide-lifesaving-gbv-services/ **Activists call for education funding and real partnerships** https://plan-international.org/blog/2021/06/09/weve-had-enough-young-activists-call-for-education-funding-and-real-partnerships/
3.2 Collective advocacy for equitable, locally led and anti-racist approaches to aid and development: Measurable outcomes from collective advocacy for equitable, locally led and anti-racist approaches to aid and development and other interrelated government policies (e.g. trade, foreign policy)	Plan International UK have been lobbying the UK Government on developing more equitable partnerships and locally-led aid delivery throughout the reporting period, mostly through insider private discussions with relevant government officials and through private written products submitted to the UK Government. These products have included our report 'Young Feminists Blooming' on better funding for youth and feminist groups, our submitted White Paper evidence (as covered above) and two-page document with priority localisation and shifting power recommendations, our report with Social Development Direct on Equitable Partnerships (please see here: https://www.sddirect.org.uk/project/building-equitable-partnerships) and our humanitarian localisation literature review which, alongside detailed programmatic asks, recommended that the UK give strong high-level political leadership to the localisation agenda and develop a locally strategy. (Please contact George.Ayres@plan-uk.org for access to all of these products).

	We have also privately and publicly raised awareness on the need for greater localisation progress through our membership of Pledge for Change, including through jointly meeting key UK officials with Pledge for Change CEO Kate Moger, inviting FCDO officials to Pledge for Change workshops and releasing blogs about Pledge for Change and its ambitions.
3.3 Influencing donors and philanthropic community: Evidence of cases where INGOs and partners have contributed to influencing policies/mechanisms/budgets/ etc. that enable equality in resource allocation to local partner organizations	Plan International UK has lobbied the UK Government considerably. The outcome so far has been that for the first time ever, the UK Government has committed to developing a locally-led strategy, covering their humanitarian, development and climate aid work (in their White Paper of November 2024). This strategy is currently in its early stages of production and is likely to be launched around March 2025, it should then shape a more locally-led approach to UK aid delivery over the coming years. We have also been told that this strategy will have an inclusive focus, with measures in places to support diverse funding to marginalised groups, including women-led organisations. The UK has not had a locally-led strategy before, so if successfully implemented, it could benefit thousands of local groups and communities around the world and potentially act as a model for other donors.
3.4 Elevating local leadership: Evidence of local/national/regional actors leading advocacy initiatives, with INGO Pledge Signatories playing facilitating, convening or supporting roles	Plan International Canada facilitated influencing, monitoring and reporting on COP28 negotiations. Plan International France supported and prepared the participation of two young activists in the framework of a consultation organized by the French MoFA towards CSOs from the South as part of the renewal of France's strategy for feminist diplomacy. One of these activists is working with Plan Cameroun and the other with Plan Togo. Plan International's Liaison office reported that as part of our commitment to better include local partners in our policy and advocacy work the office had invited and prepared a local partner and women-leader from Uganda responding to refugee girls and young women to join the Global UNHCR NGO Consultations in Geneva (June 2024). We successfully facilitated her speaking on two panels discussing locally driven responses to refugees. Unfortunately, due to a visa issue, she was unable to attend and Plan staff from the Centre of Excellence (Uganda) stepped in. During the World Environment Day, Plan International Tanzania supported a local youth led organization dubbed Youth Sustainability Organization (YSO) to conduct a Youth Advocacy Symposium on Climate. The symposium brought together more that 300 (male 150, female 150) young people to discuss and strategize on climate smart interventions while advocating for more voices of children and young people on climate related agenda. On the other hand, Plan International Tanzania, has continued to support and work with the Tanzania Ending Child Marriage Network with both technical and financial assistance especially by playing a facilitation role to facilitate the network's critical advocacy initiatives to challenge Tanzania Marriage act of 1971.

Section 4: Analysis and Reflection

In addition to your progress against the above metrics, how would you describe your overall progress towards meeting the three Pledges (see Annex 1 below)?

You might think about:
- How did your organisational commitment to the three Pledges change? Are there any other initiatives you would like to highlight, e.g. working with Accountability Now, Grand Bargain, Charter for Change?
- What did your organisation learn from your Pledge journey this year and what difference did it make?
- What would you like to do more of/do less of next year to facilitate progress towards the Pledge for Change Commitments?

You can also provide more detail through the Stories of Change approach, guidance here, and attached in Annex 2.

Pledge	Progress towards the commitments	What will you do more of/less of to facilitate progress?
Equitable Partnerships	We believe we are making fair progress on Equitable Partnerships Partners are critical for our work, this can be seen in our Global Advocacy Report, in which we identified that in FY24 41% of our significant influence progresses were realised through collaborations with external actors only – Focusing on girls' and young women rights and leadership. Our global income and expenditure have been affected when comparing FY23 to FY24 due to financial constraints. Nevertheless, we managed to keep our partner expenditure at 26.7% of our total budget. We received a total of 1,250 responses out of 2,473 partners reached by our Annual Partnership Survey, having a 47% participation rate. This was a decrease compared to FY23 of 192 responses. But we are still above average in the	When asking partners about the areas to improve our work in FY24, we have consistent feedback saying that we need to get better at supporting partners' capacity strengthening. Having in first place programmatic capacities, followed by financial sustainability and administrative and financial management. Two examples of specific processes that we´re starting are the update of our partnership approach guide, and a soft skills training for Plan staff to work with partners.

	sector by 5% - Being 42% the average participation of INGOs with 500 partners or more. When asked about their overall experience with Plan as a partner, partner organisations scored us 8.2 out of 10. When asking specifically to Youth-led partners, they scored us 8.2 and Women-led partners scored 7.8 out of 10.	
Authentic Storytelling	Plan International revised its global brand proposition which launched in Jan 2024. It is underpinned by an editorial brand concept that prioritises authentic storytelling. All offices have had training on brand and storytelling, with a drive to capacity building for all offices throughout 2024 and ongoing.	The P4C comms audit will be an extremely valuable tool for us to further drive best practice as we learn from those outcomes. The GH Comms team will be running sessions with comms and fundraisers from all offices once that is with us and we'll revise any existing guidelines in accordance with the findings.
Influencing Wider Change	We have created a locally-led, globally-connected position paper that expresses our commitment to the Pledge for Change and will enable different parts of the organisation to use it to influence donors and governments. Some National Organisations have already done so (see details above).	Whilst we have already some really good examples of influencing wider change, such as our partnership with the Unlock Coalition/UN Foundation around the Funders Collective, we will explore how to integrate more advocacy for equitable, locally led and anti-racist approaches to aid and development and other interrelated government policies into our Global Advocacy Strategy. With the position paper now in place, it is expected that influencing, especially through our National Organisations, will increase.

Annex 1: Pledge for Change Commitments

Pledge	Commitments
Equitable Partnerships	• Equitable partnerships will be our default approach by 2030. National and local organisations will lead humanitarian and development efforts wherever possible. We will help them take control, and we'll engage directly only when there isn't enough national or local capacity to meet people's needs. (Metrics: 1.1, 1.2, 1.4, 1.7) • Where there is no partnership, or we're responding to an emergency, we'll find ways of working with national and local organisations at the first opportunity. We'll then support them as they take over the decision-making. Wherever we work, our broad aim is to encourage a more resilient, independent, and diverse civil society that works in real solidarity with international organizations. (Metrics: 1.3, 1.4, 1.7) • INGOs competing for funds, facilities, and talent can unintentionally weaken civil society in the countries where we operate. In the years ahead, we'll allocate more resources to help national and local organizations take the lead. We'll work in partnership with them to make sure they benefit from our presence. (Metrics: 1.2, 1.4) • There will be more collaboration between INGOs to reduce duplication of effort when local organisations are dealing with two or more of us. This should mean a common approach to compliance and due diligence. It could also mean pooling funds and taking other steps to achieve economies of scale. (None – captured through narrative reporting) • We'll take a more collaborative approach to risk management. We'll avoid applying stricter risk requirements to our partners than ourselves and look for ways of minimizing the compliance burden on partners. (Metrics: 1.1) • We will share the burden of costs in ways that will make our partners stronger and more sustainable. (Metrics: 1.5, 1.6)
Authentic Storytelling	• Our fundraising and communications will reflect our commitments to anti-racism, locally led initiatives, gender equality and equitable partnerships. We will use our platforms to show the actions led by local communities both during a crisis and as they recover, and the impact made by local organisations. (Metrics: 1.2, 2.2) • We will continue to show the harsh realities of poverty, conflict, hunger, and natural disasters because humanitarian crises should not be sanitised. But we'll avoid exploitative imagery that portrays people as helpless victims. We will give credit to partners where it's due. (Metrics: 2.2, 2.5) • We will strengthen efforts to make all our storytelling ethical and safe, based on informed consent and accurate representation. We'll amplify the stories people want to tell rather than merely speaking on their behalf. We'll preserve the authenticity of a story all the way through our editorial process, from the gathering of words and pictures to editing, production and publication. (Metrics: 2.2, 2.4, 2.5)

	• We will stop using jargon that confuses our audiences, our colleagues, and the communities where we work. We'll use plain words that can be easily translated from English or French into different languages and readily understood by all. (Metrics: 2.1) • We will regularly review our words and pictures, creating a culture of anti-racism, reflection and learning. As language evolves, we'll invite views from colleagues and local organisations and remove words that have become outdated or offensive. (Metrics: 2.2) • We will use language and imagery to inspire wider cultural change. We'll co-produce stories, photographs and video with local organisations and talent. Wherever possible, we'll put local people at the centre of the story. (Metrics. 2.4)
Influencing Wider Change	• Our leaders will publicly announce the pledge, spelling out to peers, donors, philanthropists and the private sector why we've decided to change the way we work and how we're going to do it. (Metrics: 3.3, 3.5) • We will argue for these changes to be made across the aid and development sector and we'll create opportunities for Global South leaders to lead conversations and advocate for change in public platforms. (Metrics: 3.2, 3.4) • We will speak out against any government policies or international action that perpetuate a colonial approach to aid and development. (Metrics: 3.3) • We will track our progress in implementing the Pledge for Change 2030 and report it publicly to show staff, supporters, partners, and the global aid system that we're 'walking the talk. (Metrics: 3.1, 3.5) • We will share what we learn and demonstrate how we're shifting power and resources to the Global South with the aim of encouraging other INGOs to follow suit. (Metrics: 3.5, plus narrative reporting)

Annex 2: Stories of Change guidance

Accountability and Learning are key to the Pledge for Change. We know that we are trying to bring about change inside complex systems, alongside many other initiatives, both internal and external. And we know that we can learn a huge amount from the stories that people tell in different parts of our organizations and communities around the world. In order to be able to capture some of these experiences, please consider answering these questions:

- In the last year, what was the most significant change that occurred as a result of Pledge for Change?
- Why do you think this is significant? What has been the effect of this change? What part of your organization: people, policies, practices have changed?

We would like you to think about gathering these stories from different people and perspectives. These could include staff in different roles, partners, community members, etc. You may be able to integrate these questions into program visits or management or team meetings. You may want to host a special session with colleagues and partners or invite them to contribute via existing staff engagement mechanisms (i.e. via the intranet, pulse surveys etc.). We are hoping for a rich and rounded perspective of what has been changing, rather than statistically validated information. The more varied the contributions are, the more we will learn, and the more fruitful our collective analysis and learning about what is valued can be. You could use these questions as prompts to help craft stories of change:

- From your point of view, describe a story that best illustrates the change that you have witnessed or experienced because of the Pledge for Change. This could be a change in organizational culture, internal policy or processes, relationships with partners, partner actions or initiatives, levels of engagement with #shiftthepower or other decolonizing space, etc.
- Why is this story significant for you? How do you think it is an example of a shift in power between international NGOs and local actors (partners or communities you work with)?
- Were there any difficulties or challenges you encountered trying to implement this change? What forms of resistance are you experiencing? What do you think is causing the resistance?

What would you like colleagues from peer organizations who are starting to work on similar changes to know as they embark on shifting their programmatic and institutional practices?

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[2] https://tciurbanhealth.org/wp-content/uploads/2019/07/MSCTechBrief6-14.pdf

- The Pledge for Change has significantly influenced Plan International's global strategy. Due to the Pledge for Change, the strategy priority "Locally-led, globally-connected" has been created, which includes equitable partnerships, authentic storytelling, influencing the wider sector, alongside other areas such as organisational culture, operating models and governance and leadership.

- Plan International's new Global Campaign Framework (2024-2027), provides a structures framework for youth centred, locally-led and impact driven campaigning across the Federation. Our new approach builds in flexibility for offices, whilst situating campaigns firmly within Plan's over-arching, united strategy and brand, as a tool to help achieve our programmatic and influencing objectives. Campaigns will be embedded in country and regional workplans whilst also taking advantage of our global presence and continuing our drive to put young people at the heart of all our work. Within our Global Campaign Framework, we will be exploring new campaigns on issues that we know impact girls and young people around the world, for example, humanitarian crises and child marriage. At the heart of all our campaigns will be our dedication to girls' equality and girls' leadership.

- Plan International Norway have had an anti-racism focus on all their storytelling from 2019. In 2019 they stopped travelling with celebrities / influencers and adopted a principle of 'people narrating their own stories'. They are also going through all their communication around sponsorship to take the focus away from the donor. It is not about how the donor / sponsor feels – but about the results of our work. This is all part of a wider anti-racism and inclusion action plan for Plan International Norway.

- Social Development Direct (SDDirect) and the Plan International global family recognise that shifting the power requires more equitable partnerships. Practical tools and collaborative capacity development are needed to embed an equitable partnerships approach in our work. In 2021, Plan International UK, PII and SDDirect launched a multi-year innovation project (the Building Equitable Partnerships Initiative). The Initiative works to realise the global Pledge for Change, as well as the Plan locally-led, globally connected agenda, and influence wider change in the development system.

- Plan International Canada have a storytelling approach that puts young local people behind and in front of the camera. It is a powerful initiative and one which has been shared internally with other fundraising offices at Plan as a method we could try to scale up. It is an important step in our goal of localization. It's shifting power dynamics around how a story is told and whose voice is heard. For more information about this approach, please click here.

- Plan International USA has a commitment to communicating and storytelling with a local-first priority. An example of that is our blog series called "In her own words." You can see the series here. These blogs nearly exclusively let girls tell their own stories, in the words and manner they want too. A key element to many of the We Are the Girls (WATG) campaign projects was giving girls the space to talk about their lives and be represented in the way they chose too. We created an appeal where we asked a participant in The Graduation Project to write a letter to donors, telling them whatever it was she wanted them to know.