



# PLAN INTERNATIONAL IRELAND

## STRATEGY

2021-2025

GIRLS LEARN, LEAD, DECIDE,  
SURVIVE & THRIVE.

---

*Public Version*

---

# CONTENTS

## **1. INTRODUCTION**

## **2. OUR GLOBAL PURPOSE, STRATEGY & VALUES**

- 2.1 Our Global Purpose
- 2.2 Our Global Strategy & Policy Framework
- 2.3 Our Global Values
- 2.4 Additional Plan International Ireland Values

## **3. THE CONTEXT IN WHICH WE OPERATE**

- 3.1 Global Trends
- 3.2 The Plan International Global Organisation
- 3.3 Context in Ireland and the Irish Market

## **4. OUR FOCUS OVER THE NEXT FOUR YEARS**

- 4.1 Our Guiding Principles
- 4.2 Our Strategic Priorities
- 4.3 Our Strategic Enablers

## **5. STRATEGY ON A PAGE**



# 1. INTRODUCTION

## GIRLS LEARN, LEAD, DECIDE, SURVIVE & THRIVE

Developing this strategy during the COVID-19 pandemic, which has affected the whole world, has been challenging. It has been a time of great uncertainty and COVID-19 is having a major impact on all sectors of society. However, this impact does not fall equally. The virus itself does not discriminate between rich and poor, young and old, male or female, but it does take advantage of pre-existing inequalities which have come sharply into focus over the last 18 months. We recognise that often girls are the most disadvantaged and vulnerable. To bring about lasting beneficial change for all, particularly women and girls, they need to be our focus.

What we present in the following pages is the Strategy for Plan International Ireland 2021-2025 which seeks to respond to the impact of the COVID-19 pandemic in the countries where we implement programmes. We continue to support our Global Strategy with the increased emphasis on humanitarian response; Girls Learn, Lead, Decide, Survive and Thrive. Our strategy outlines what we aim to achieve over the next four years and what we need to do to ensure we achieve those priorities.

Our predominant programmatic geographic focus will be on the West Africa & Sahel region. Since the droughts of the 1970s and 1980s many countries in the region have been considered ecologically fragile and highly impoverished. Today, in addition to these climatic and economic problems the region is witnessing a proliferation of armed groups in rural areas. While it will be challenging to work in this region, we will be living our Plan International Ireland values to work in more vulnerable countries with more vulnerable populations, especially girls and young women.

We are part of the Plan International Federation, yet we are an independent entity that is responsible and accountable to deliver our own separate strategy. Building on our 2016-2020 strategy and our competencies, particularly in Education, Gender Equality and Humanitarian Response we are choosing to deepen our work in these areas while being guided by our values and principles which are outlined in this document.

The overall policy framework for our work remains the same - the Sustainable Development Goals (SDGs), which governments across the globe plan to achieve by 2030, remain the high level targets which we will contribute to. In addition, the Convention on the Rights of the Child (CRC) and the Convention on the Elimination of Discrimination Against Women (CEDAW) remain the two key UN conventions which guide our work with children and girls. We have reflected on Ireland's Overseas Development Policy A Better World, and we believe our new strategy is well aligned specifically in the areas of Education, Humanitarian Response and Targeting Vulnerability.

## 2. OUR GLOBAL PURPOSE, STRATEGY & VALUES

### 2.1 Our Global Purpose

We are committed to the Plan International Global Purpose which will direct our work for the period of this strategic plan 2021-2025:

**WE STRIVE FOR A JUST WORLD THAT ADVANCES CHILDREN'S RIGHTS AND EQUALITY FOR GIRLS.**

### 2.2 Our Global Strategy and Policy Framework

We will contribute to the Plan International Global Strategy 2017 to 2022 – *100 Million Reasons* and the refresh of this strategy which will be approved in June 2022. This strategy directs our ambition: together we take action so that 100 million girls learn, lead, decide and thrive. The Plan International Global Strategy commits the federation to the 2030 Sustainable Development Goals (SDGs) and operates within the policy framework of the Convention on the Rights of the Child (CRC) and the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW).





## 2.3 Our Global Values

We are committed to the Global Plan Values and behaviour framework which guide staff and management:

- We are open and accountable.
- We strive for lasting impact.
- We are inclusive and empowering.
- We work well together.

## 2.4 Additional Plan International Ireland Values

As part of the process to develop this strategy we have developed additional Plan International Ireland values which deepen the Global values and guide our decision making:

### WE TARGET THE MOST VULNERABLE

- We prioritise work in countries with very high levels of poverty, vulnerability and / or marginalisation.
- We specifically target the poorest, most vulnerable, and most marginalised people in the countries, programmes, and areas where we work. We prioritise our support for these people.

### WE MAINTAIN GOOD STEWARDSHIP OF RESOURCES

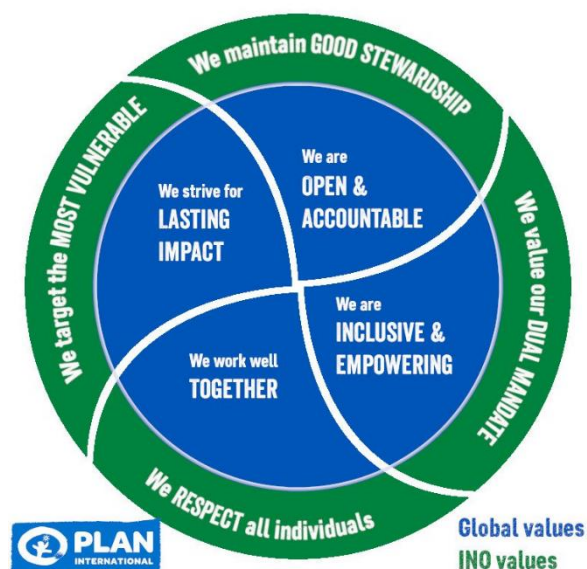
- We take full responsibility for the human and financial resources entrusted to us.
- We manage these resources as efficiently and effectively as we can always maximise the impact of our work.

### WE VALUE OUR DUAL MANDATE

- We respect the primacy of the humanitarian imperative to save lives. We identify ourselves as an organisation that empowers people in both emergency and long-term development contexts.

## WE RESPECT ALL INDIVIDUALS

- We value the dignity and uniqueness of each individual. We respect different cultures. We work to challenge power imbalances at all levels of society and to fully protect children and vulnerable adults from abuse.
- We maintain fully respectful relationships at all times with all of our colleagues and partners, and with all of those we support and work on behalf of.
- We prioritise and support local leadership and decision-making, wherever possible.



“When schools were closed because of the pandemic, I couldn’t go to school anymore or see my friends; it really disrupted my year. Now, I enjoy following lessons on the radio. It has helped me with my reading and to learn French. With my brothers, we review what we have learnt at night through the radio and then do our maths and French homework together. It’s very interesting and we learn a lot.”

**Rahmata, 14, Mali**

(Participant in the Irish Aid funded EQuIP project)

## 3. THE CONTEXT IN WHICH WE OPERATE

### 3.1 Global Trends

There are many global trends over which we have little control, but which impact our work. These include urbanisation, the youth demography, digital and technological advancements, climate change, numbers of refugees and displacement, conflict and inequality. The SDGs, which were agreed upon in 2015, have set ambitious goals for nations of the world to reach by 2030. Progress on these goals was varied up to early 2020, but there had been steady progress in the fight against extreme poverty. However, the COVID-19 pandemic, which spread across the globe in early 2020 has stalled or reversed many development gains made over the last 25 years.

#### Impact of the COVID-19 pandemic

- Around 120 million people were pushed into extreme poverty in 2020 – this could rise to 150 million in 2021.
- An estimated 250 million jobs have been lost around the world.
- The number of people affected by acute food insecurity was estimated to have doubled to 272 million by the end of 2020.
- Industrialised countries have spent up to 20% of their GDP on stimulus packages. But for the poorest countries that figure is less than 2%.

The COVID-19 pandemic is far more than a global health emergency. It has developed not only into an economic and social crisis but a human rights crisis as well. Frontline workers, people with disabilities, older people, women, girls, and other minorities have been particularly hard hit.

In a matter of months progress on gender equality has been set back decades. Most frontline health workers are women, and, in many countries, they predominantly come from racially and ethnically marginalised groups. Most of the increased burden of care in the home is taken on by women. Violence against women and girls in all forms has rocketed during the pandemic, from online abuse to domestic violence, child, early and forced marriage, and other forms of gender-based violence.

Crises tend to affect the most vulnerable the hardest, including people with disabilities, the elderly, women and children. Children can be particularly vulnerable especially when their education has been disrupted. Half of the world's out-of-school children live in contexts affected by crisis and conflict, and more than half of refugees of school going age are out of school. The global education challenges have been exacerbated by COVID-19, with an estimated 1.29 billion children in 186 countries affected by school closures in May 2020.

#### The impact of COVID-19 on Education

- UNICEF reported in March 2021 that 800 million children are still not fully back in school and there are at least 90 countries where schools are either closed or offering a mix of remote and in-person learning.
- Children are increasingly taking on work as school closures take their toll.
- Millions of girls may never return to school and many have been married off.

Girls living in conflict-affected countries are more likely to be out of school. Girls and women also face a much greater risk of gender-based violence which can prevent them from accessing education.

#### Impact of COVID-19 on Gender Equality

The Global Gender Gap Report 2021 suggests that the health emergency and the related economic downturn have impacted women more severely than men, partially re-opening gaps that had already been closed. For example, in **Political Empowerment** across 156 countries covered by the Index, women represent 26% of 35,500 of parliament seats and just 22.6% of over 3,400 ministries worldwide. According to the World Economic Forum it will take 145.5 years to attain gender parity in politics.

While vaccines for coronavirus have been developed at an incredible speed, inequitable access to them has left developing countries at the bottom of the supply list. As we in Plan International Ireland develop our strategy, we believe the impact of COVID-19, in all its forms, will be with us throughout the period 2021-2025. Therefore, this strategy aims to Stop the Setback as we strive to quickly reverse the losses brought about by COVID-19 in our target countries, with vulnerable and marginalised populations.

### 3.2 The Plan International Global Organisation

The Plan International Federation is a global membership organisation that is active in more than 75 countries across the world. Plan International Ireland is a separate legal entity and one of 20 National Organisations in the Federation – we have the same purpose and global strategy.

Plan International operates in 53 programme countries (Country Offices COs), coordinated through four regional offices. Plan International's Global Hub is primarily located in the United Kingdom. PI Inc has four liaison offices in New York, U.S.A. to liaise with the United Nations delegations, an office in Brussels, Belgium operating as Plan International Europe to liaise with the European Union, an office in Geneva, Switzerland to liaise with the United Nations and an office in Addis Ababa, Ethiopia to liaise with the African Union.

The Global organisation is currently developing a new Global Strategy to build on the progress made in the current strategy – taking action so that 100 million girls Learn, Lead, Decide and Thrive. It is intended that the new strategy will be a refresh and therefore we will not see a major change in direction from this existing strategy.

Plan International Ireland contributes to, and enjoys the benefits of, the Global Policy and Strategy. As Plan International reviews various global initiatives, Plan International Ireland will consider the impact of these on the business model of Plan International Ireland.

"My fear with this virus in Liberia is that women will really suffer over food. Men will abuse us. If I do not have food and a boy has food, if I ask him for help, he will ask me for sex."

**Janet ,14, Liberia**

*Under Siege: Impact of COVID-19 on Girls in Africa*



## IN 2020

We were active in  
**75 COUNTRIES**

**26.9 MILLION GIRLS**  
were reached by our work

**24 MILLION BOYS**  
were reached by our work

### 3.3 The Plan International Context in Ireland and the Irish Market

The last decade has seen trust in charities decline in Ireland with a series of 'scandals' ranging from fraud to poor control and governance, right through to revelations of sexual abuse. Each scandal has eroded trust in the sector as a whole and while trust has been restored more recently, the COVID-19 crisis has led to a growth in income for domestic focused charities at the expense of International Development focused NGOs. The impact of COVID-19 in Ireland has led to a more domestically dominated social agenda.

In addition, trends such as: the Black Lives Matter (BLM) movement, a focus on the Decolonisation of Aid and a desire to empower local actors in developing countries to have much greater control on development assistance, will all have an impact on our work.

Plan International was established in Ireland in 2002. During those early years, the Irish branch received support from the Global Organisation, mainly through Plan International UK and achieved growth building the number of Child Sponsors and income to a peak in 2012. Since that time fundraising has been in a slow decline. Efforts have been made to diversify through corporate partnerships and events. However, the public health restrictions and lockdowns have made it impossible to continue face to face sponsor acquisition and event fundraising. A Fundraising Review was carried out in late 2020 and the team is currently implementing the recommendations from that review.

Building brand awareness and profile has also been slow. In 2016 prompted brand awareness was approximately 12%. This grew to 14% by 2018 and the most recent nfp Irish Charity Engagement Monitor (ICEM December 2020) shows Plan with 17% prompted awareness. It would seem our Public Engagement focus on education and gender equality is having a slow but steady effect. Our research and advocacy on Period Poverty in Ireland have helped us to carve out a niche. However, the Federation change of name in 2015 from 'Plan' to 'Plan International', together with the strong campaigns like *Because I am a Girl* and *Girls Get Equal* have diluted and challenged our consistent brand growth.

At the same time, we have built a strong reputation in education, gender equality and humanitarian response. Long term funding from Irish Aid through its Programme Grant has enabled us to impact the lives of tens of thousands of children through increasing their

access to quality education. Through funding from Irish Aid's Humanitarian Unit, we have been able to support children whose education has been impacted by conflict and displacement while benefitting from access to the Emergency Response Funding Scheme to respond quickly to new crises as they happen.

Also, through funding from the European Union, both the European Commission's International Partnership (DG INTPA - formerly Devco) and its humanitarian office (DG ECHO), we have been able to increase our impact on education, civil society engagement and gender equality.

Revelations in international NGOs have eroded trust in the sector.





## 4. OUR FOCUS OVER THE NEXT FOUR YEARS

### 4.1 Our Guiding Principles

We will continue to align our work with the policies and strategies of the Global Plan Federation, particularly the *100 Million Reasons Learn, Lead, Decide and Thrive*. The following Principles will shape our strategy and guide our decision making:

1. **We will prioritise the more vulnerable countries, especially in West Africa, target the most marginalised and vulnerable communities and target the most vulnerable children and young people, especially girls (leaving no one behind and reaching the furthest behind first).**
2. **We will work in partnership with local communities, Ministries, local Government and local organisations.**
3. **We will support localisation and incrementally increase our work through local organisations.**
4. **We will contribute to our Global Plan International Federation, abide by the Global Values, Financial Standards & Policies, leverage the assets of the Global Organisation to deliver our Purpose while driving standards and better practice.**
5. **We will contribute to the Plan International Global Strategy, *100 Million Reasons; Learn, Lead, Decide and Thrive*, we are adding 'Survive' to highlight our humanitarian mandate and response.**
6. **We will adhere to the Humanitarian Principles in delivery of humanitarian aid and recognise International Humanitarian Law (IHL).**

#### ***Leaving No One Behind***

*Leave no one behind* is central to the 2030 Sustainable Development Goals (SDGs). It represents the unequivocal commitment of all UN Member States to eradicate poverty in all its forms, end discrimination and exclusion, and

reduce the inequalities and vulnerabilities that leave people behind and undermine the potential of individuals and of humanity as a whole.

*Leave no one behind* not only entails reaching the poorest of the poor, but requires combating discrimination and rising inequalities within and amongst countries, and their root causes. A major cause of people being left behind is persistent forms of discrimination, including gender discrimination, which leaves individuals, families and whole communities marginalised, and excluded. We also want to *reach the furthest behind first* as it is the answer to *leaving no one behind*.

Addressing the critical needs of people with disabilities and other marginalised groups is the best way to ensure no one is left behind in pursuit of the SDGs. We want to resist the temptation of helping those that are easiest to reach in order to boost our statistics. Instead, we will try to allocate more resources to the most excluded and hardest to reach groups.

#### ***Localisation agenda***

Localising is a process of recognising, respecting and strengthening the leadership by local authorities and the capacity of local civil society in development and humanitarian action, in order to better address the needs of populations and to prepare for future responses.

#### ***Humanitarian Principles***

The humanitarian principles are derived from the core principles, which have long guided the work of the International Committee of the Red Cross and national Red Cross/Red Crescent Societies. Many organisations have adopted these humanitarian principles, which are: Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity, Universality.

International humanitarian law is a set of rules which seek, for humanitarian reasons, to limit the effects of armed conflict. It protects persons who are not or are no longer participating in the hostilities and restricts the means and methods of warfare. It is also known as the law of war or the law of armed conflict and is part of international law; the body of rules governing relations between States. International humanitarian law applies to armed conflicts.

## 4.2 Our Strategic Priorities

### Overall target to 2025

Plan International Ireland will reach **1,500,000 programme participants** as our contribution to the delivery of the Plan Global Strategy – 100 Million Girls Learn, Lead, Decide and Thrive

As noted earlier, COVID-19 has impacted development gains in so many areas. Millions of girls may never return to school and women have been more impacted by the pandemic than men. The lives of people already living on a knife's edge are being hit disproportionately hard by rising food prices, falling incomes, interrupted vaccination programmes and school closures.

For this Strategic Plan we will continue build on our programmatic focus of inclusive quality education in both development (Irish Aid Funded Education: Quality, Inclusion, Participation - EQUiP) and humanitarian (Education in Emergencies - EiE) contexts. We will address gender equality and humanitarian needs complementing the expertise and experience we have both externally with the Plan International Federation and within Ireland.

### We will focus on four Strategic Priorities:

**1. WE WILL ACHIEVE EXCELLENCE IN SAFE AND INCLUSIVE QUALITY EDUCATION (LEARN).**

**2. WE WILL PROTECT AND EMPOWER CHILDREN AND YOUNG PEOPLE, ESPECIALLY GIRLS, TO ATTAIN THEIR RIGHTS (LEAD, DECIDE, THRIVE).**

**3. WE WILL ACTIVELY RESPOND TO HUMANITARIAN CRISES, PRIORITISING THE MOST VULNERABLE COUNTRIES (SURVIVE).**

**4. WE WILL STRENGTHEN OUR INFLUENCE ON CHILDREN'S RIGHTS AND EQUALITY FOR GIRLS.**

### Strategic Priority 1

#### WE WILL ACHIEVE EXCELLENCE IN SAFE AND INCLUSIVE QUALITY EDUCATION (LEARN).

We will build on our experience in delivering safe and inclusive quality education, ensuring that vulnerable girls and boys benefit from increased access to and completion of education in development, humanitarian and protracted crisis settings.

#### KPIs:

- ✓ Number of programme participants disaggregated by sex.
- ✓ Number and % of total schools implementing safe school plans / mechanisms.
- ✓ % of children with disabilities in our education programmes, increasing on an annual basis.
- ✓ Increase in school completion rates.

### Strategic Priority 2

#### WE WILL PROTECT AND EMPOWER CHILDREN AND YOUNG PEOPLE, ESPECIALLY GIRLS, TO ATTAIN THEIR RIGHTS (LEAD, DECIDE, THRIVE).

We will protect and empower children and young people, especially girls, to attain their rights.

#### KPIs:

- ✓ All development proposals are 'gender transformative'.
- ✓ All humanitarian proposals are 'gender aware'.
- ✓ Evidence from evaluations / reviews of gender transformation delivery.

We will strengthen our work protecting girls and boys from different forms of violence. (GBV, FGM, early marriage and all other forms of violence against children).

#### KPIs:

- ✓ Vulnerable and excluded children, especially girls, protected from violence within programmes.
- ✓ Number of projects addressing protection from FGM, GBV, child marriage and violence in schools.

### Strategic Priority 3

#### WE WILL ACTIVELY RESPOND TO HUMANITARIAN CRISES PRIORITISING THE MOST VULNERABLE COUNTRIES (SURVIVE).

We will respond to humanitarian emergencies as categorised by Plan International.

#### KPIs:

- ✓ Respond to Level Red Emergencies.



- ✓ Respond to Level Orange Emergencies.
- ✓ Number of DRM team members deployed to support humanitarian responses.

Our responses will focus primarily on the most vulnerable countries.

KPIs:

- ✓ % Responses in the High / Very High-Risk countries as defined by The Inform Global Risk Index.

We will implement context responsive programmes linking our development and humanitarian interventions (nexus).

KPIs:

- ✓ Number of joint development and humanitarian interventions designed and / or implemented per annum.
- ✓ Joint collaborative / learning events per annum.

## ALERT LEVELS

THE ALERT LEVEL FRAMEWORK IS PLAN INTERNATIONAL'S PRIMARY INTERNAL TOOL FOR CATEGORIZING THE SERIOUSNESS OF THE SITUATION A COUNTRY OFFICE (CO) IS FACING AT A PARTICULAR MOMENT, AND ORGANIZING THE RESPONSE ACTIVITIES NECESSARY.

<p><b>GREEN ALERT LEVEL</b> (Normal Situation)</p> <p><b>Normal situation</b> Normal operation + general preparedness activities + ongoing monitoring.</p>	<p><b>ORANGE 1 ALERT LEVEL</b> (A situation of concern)</p> <p><b>A large-scale disaster with national or regional impact, OR A protracted crisis with significant impact, which may be overlooked by international media and donors.</b></p> <ul style="list-style-type: none"> <li>CO requires support from the wider organisation, particularly re: fundraising.</li> <li>Surge deployments through Plan International's Global Emergency Response Roster (GERR) are recommended to facilitate scale-up of operations.</li> <li>CO can access Global Hub Emergency Response Funds to support scale-up while securing donor funding.</li> </ul>
<p><b>YELLOW ALERT LEVEL</b> (Heightened risk of disaster)</p> <p><b>Anticipatory stage before a crisis occurs, high risk of a situation deteriorating. (Example: a CO tracking a cyclone that may make landfall.)</b></p> <p>CO prepares for the specific potential crisis and is on standby to respond immediately if required.</p>	<p><b>RED ALERT LEVEL</b> (Occurs in exceptional circumstances)</p> <p><b>A crisis with catastrophic impact, significant damage and loss of life.</b></p> <ul style="list-style-type: none"> <li>CO requires significant support: crisis becomes an organisational priority for Plan International.</li> <li>Surge deployments through GERR are essential.</li> <li>CO can access Global Hub Emergency Response Funds to support scale-up while securing donor funding.</li> </ul>
<p><b>ORANGE 2 ALERT LEVEL</b> (A small scale crisis, localised in nature and with no national implications)</p> <p><b>A small scale crisis, localised in nature and with no national implications.</b></p> <p>CO can respond without outside support.</p>	

We will provide evidence of direct links between campaigns and current programmes. We will harness and amplify the voices of youth in our internal and external engagement to be a voice for change with key audiences and decision makers.

KPIs:

- ✓ Youth Advisory Panel (YAP) external and internal speaking engagements.
- ✓ Develop and implement a Professional Development Plan for the YAP.
- ✓ Progressive YAP participation in Governance structures.

"Reflecting upon the year gone by and looking towards the year(s) ahead, it is clear that collective, radical action must be taken if we are serious about ending poverty, achieving gender equality, and leaving no one behind by 2030. As we emerge from the depths of the pandemic, societies must prioritise reaching the furthest behind first in building back a 'new normal.' Plan International Ireland will remain committed to this in all our work."

**Conor Faughnan, Chair of Plan International Ireland**

## Strategic Priority 4

### WE WILL STRENGTHEN OUR INFLUENCE ON CHILDREN'S RIGHTS AND EQUALITY FOR GIRLS.

We will strengthen our core influencing focus and messaging on three issues: inclusive quality education, gender equality and humanitarian crises.

KPIs:

- ✓ Annual campaign developed and implemented.
- ✓ Learning from review and evaluation of each campaign captured.

The **humanitarian–development nexus** is a hot topic and has been so for a while, creating expectations as well as problems for policymakers and practitioners of humanitarian action and development assistance alike. The nexus refers to "the transition or overlap between the delivery of humanitarian assistance and the provision of long-term development assistance".

The nexus' rationale is relatively straightforward: as the war-to-peace transition is understood in terms of a continuum, one should not compartmentalise but motivate distinct actors to cooperate regardless how the situation is defined.

### 4.3 Our Strategic Enablers

In order to deliver our four Strategic Priorities, we will address four Strategic Enablers.

**Our Strategic Enablers are as follows:**

**1. WE WILL ACHIEVE SUSTAINABLE AND COMPLEMENTARY INCOME STREAMS.**

**2. WE WILL STRENGTHEN OUR BRAND AND PROFILE IN IRELAND ON EDUCATION AND GENDER EQUALITY TO BUILD OUR SUPPORT BASE FOR PROGRAMMES.**

**3. WE WILL CREATE A WORKPLACE ENVIRONMENT WHERE OUR PEOPLE DEVELOP AND THRIVE WHILE ADAPTING TO OUR FUTURE NEEDS.**

**4. WE WILL ALIGN OUR STRUCTURES, SYSTEMS AND RESOURCES TO DELIVER OUR OBJECTIVES PRIORITISING THE USE OF DIGITAL TECHNOLOGY.**

#### Strategic Enabler 1

**WE WILL ACHIEVE SUSTAINABLE AND COMPLEMENTARY INCOME STREAMS.**

We will optimise our income streams.

KPIs:

- ✓ Deliver incremental income growth over four years of the strategy.
- ✓ Grow unrestricted income.

We will implement the recommendations from the Fundraising Review of December 2020 stabilising regular giving and diversifying income streams.

KPIs:

- ✓ Acquire regular givers.
- ✓ Diversify income streams / channels.

We will strengthen our Institutional Funding relationships to grow quality income.

KPIs:

- ✓ Deliver a balanced portfolio.
- ✓ Incrementally increase Consortia / Partnership proposals.

We will maintain a sustainable relationship between our income streams ensuring we do not become over-dependent on one.

KPI:

- ✓ Ratio of Institutional: Regular Giving & Fundraising.

#### Strategic Enabler 2

**WE WILL STRENGTHEN OUR BRAND AND PROFILE IN IRELAND ON EDUCATION AND GENDER EQUALITY TO BUILD OUR SUPPORT BASE FOR PROGRAMMES.**

We will build our brand and profile in Ireland.

KPIs:

- ✓ Increase our 'prompted brand awareness'.
- ✓ For press, online & broadcast media:
  - ✓ Annual coverage on core messages of Child Rights, Gender Equality and Girls Education.
  - ✓ Annual coverage on Emergencies / Humanitarian Response.
  - ✓ Annual coverage on 'other' topics reach.
- ✓ Grow our social media engagement:
  - ✓ Increase average daily impressions across all social media platforms.
  - ✓ Increase average engagement rate.
- ✓ Website [www.plan.ie](http://www.plan.ie):
  - ✓ Increase Average Daily visitors.

We will be known as the organisation that speaks knowledgeably on girls' education, gender equality and humanitarian crises.

KPIs:

- ✓ Speaking opportunities at national and international events.
- ✓ Engagements with Irish Aid, Oireachtas Committees, Ministers, TDs and MEPs p/a.
- ✓ Opinion pieces / letters to the Editor.
- ✓ Increase regional media focus to support fundraising.



### Strategic Enabler 3

#### WE WILL CREATE A WORKPLACE ENVIRONMENT WHERE OUR PEOPLE DEVELOP AND THRIVE WHILE ADAPTING TO OUR FUTURE NEEDS.

We will identify, acquire, and retain the diverse talent needed to achieve our strategic priorities.

##### KPIs:

- ✓ Successful recruitment.
- ✓ Develop, articulate, and align staff skills and competencies to organisational needs.

We will develop skills and competencies and support talent to grow within Ireland and be mobile within the wider federation.

##### KPIs:

- ✓ Training costs as a percentage of salaries.
- ✓ Retention rate within Plan International Ireland and the Plan Federation.
- ✓ Succession plan in place and being managed.
- ✓ Improve the management of performance.

We will continue to build a culture of trust in the workplace and adopt positive work practices.

##### KPIs:

- ✓ *Great Place to Work* (GPTW) and *Well Being* recognition.
- ✓ Great Workplace for women as defined by GPTW.
- ✓ Gender Pay Gap Reporting.

### Strategic Enabler 4

#### WE WILL ALIGN OUR STRUCTURES, SYSTEMS AND RESOURCES TO DELIVER OUR OBJECTIVES, PRIORITISING THE USE OF DIGITAL TECHNOLOGY.

We will review our structure to ensure it aligns with our strategy, improves organisational effectiveness and delivers results.

##### KPIs:

- ✓ Review of structures to ensure they are still fit for purpose.
- ✓ Action plan developed and implemented.

We will invest in our systems and processes, prioritising digital first, while supporting and responding to the needs of the users.

##### KPIs:

- ✓ Digital investments as a percentage of overall capital spend.
- ✓ Key finance processes automated.
- ✓ CRM capacity increased and Database Management addressed.
- ✓ System of regular user feedback on systems and processes.

We will embed knowledge within the organisation.

##### KPIs:

- ✓ Number of staff who have completed essential training.
- ✓ Key strategic manuals and processes kept up-to-date.



**PLAN INTERNATIONAL IRELAND  
STRATEGY 2021-2025**

**GIRLS LEARN,  
LEAD, DECIDE,  
SURVIVE &  
THRIVE**

**OUR PURPOSE**

We strive for a just world  
that advances children's rights  
and equality for girls.

**OUR AMBITION**

1,500,000 programme participants **Learn, Lead, Decide, Survive & Thrive**

**OUR STRATEGIC PRIORITIES**

Achieve excellence  
in safe and  
inclusive, quality  
education

Protect and  
empower children  
and young people,  
especially girls, to  
attain their rights

Actively respond to  
humanitarian  
crises, prioritising  
vulnerable  
countries and  
people

Strengthen our  
influence on  
children's rights and  
equality for girls

**ENABLERS FOR US TO DELIVER**

Achieve stable and  
complementary  
income streams

Strengthen our  
brand and profile

Create a workplace  
environment where  
our people develop  
and thrive

Align our structures,  
systems and  
resources

**GLOBAL VALUES**

We are open and accountable  
We work well together.  
We are inclusive and empowering.  
We strive for lasting impact

**WE ARE GUIDED BY OUR VALUES**

**PLAN INTERNATIONAL IRELAND VALUES**

We target the most vulnerable.  
We maintain good stewardship.  
We value our dual mandate.  
We respect all individuals.



Plan International Ireland

11 Harrington Street

Dublin 8

D08 EK7D

1800 829 829

[www.plan.ie](http://www.plan.ie)



**PLAN IRELAND**



**PLAN\_IRELAND**



**PLANIRELAND**



**PLAN INTERNATIONAL IRELAND**



**PLAN.INTL.IRELAND**

