By 2020, Plan International USA strives to be recognized for its approach to helping communities improve the lives of marginalized children and youth. Through effective interventions that meet the different needs of girls and boys and allow them to flourish, Plan will work with community members to create clean and safe environments that promote educational and economic opportunities.
Who We Are

Our Vision
Plan’s vision is of a world in which all children realize their full potential in societies that respect people's rights and dignity.

Our Mission
Plan strives to achieve lasting improvements in the quality of life of vulnerable children in developing countries by:

- enabling children, their families, and their communities to meet basic needs and to increase their ability to participate in and benefit from their societies;
- promoting the rights and interests of the world’s children; and
- fostering relationships to increase understanding and unity among peoples of different cultures and countries.
The world we live in
The nature of poverty is changing. An increasing number of the world’s poor are urban-based, living in middle-income countries, or in fragile and conflict affected settings. It is expected that by 2030 about two-thirds of the world’s population will be living in cities, and the number of people living in city slums will double to 2 billion. Plan programming (traditionally rural-based), and its business model (traditionally relying mostly on child sponsorship and the assumption of fairly stable communities), must evolve to meet the needs of the most marginalized and poor, who are today living in less stable and more transient communities.

There is growing recognition that politics and good governance matter for development outcomes. Our model of jointly designing, funding, and implementing programs with local governments and communities helps us deliver results with lasting impact. Plan’s strong community-based programs, with its focus on citizen participation, are essential to transparency, accountability and sustainability.

While many Americans agree that we have a moral obligation to help the world’s poorest people, they also tend to believe that the poorest people around the world are not much better off today than decades ago. In fact, progress has been tremendous; the percentage of people in the developing world living on $1.25 a day or less has been cut by over half in the past two decades, for example. But much more remains to be done.

Our Impact

Over the next five years, Plan International USA will focus on four impact areas:

Water, Sanitation, and Health
Plan will support marginalized girls, boys, and their communities to attain the lowest possible instances of water, sanitation, and health-related disease through primary prevention measures. By 2020, we will:

- Provide a consistent focus on ending open defecation.
- Ensure access for children to full immunization, growth monitoring, protection from communicable diseases, adequate nutrition, and access to potable water and safe sanitation.
- Deliver information, skills, and access to services for adolescent girls and boys to avoid early and unintended pregnancies and STIs/HIV.
- Make available prenatal, childbirth, and antenatal care for women to experience safe and healthy pregnancies and childbirth.

Resilience
Our Disaster Risk Management work will expand to include programming in post-conflict areas and fragile states and governance work to address internal or societal constraints that impede the ability of children and communities to pursue their own development. By 2020, we will facilitate the ability of children, their families, and communities to choose and shape their own futures to the greatest extent possible, free from the external shocks and internal constraints that may limit their choices and impede their progress.
Youth and Economic Strengthening
We understand that as change agents, youth bring drive, optimism, creativity, and energy to transform their lives and communities. Over 3.5 billion people in the world are under the age of 30, and 85 percent live in developing countries. Youth need an enabling environment, access to resources, information, and positive opportunities to make choices about their lives and futures. Plan recognizes that gender roles negatively impact both boys and girls, but disproportionately limit girls’ participation and access. Our vision is of communities where youth have the resources, networks, and resilience needed to develop their own path in life and to break the cycle of poverty, gender discrimination, and inequality.

By 2020, we will support programming that enables very young adolescents (10-14) and youth (15-29) to live in communities that value youth participation and provide opportunities for youth leadership.

Leadership, Capacity Development, Education and Protection
Our Leadership, Capacity Development, Education, and Protection work integrates leadership, advocacy, and capacity building, targeting both institutions and individuals. It supports every other impact area and it is essential for the long-term sustainability of every one of our efforts. By 2020, we will:

▪ Build stronger systems that give children, families, communities, civil society, and governments a greater capacity to recognize and address risk factors, advocate for policies that promote a safe environment, and provide support to survivors.

▪ Foster innovative and inclusive teaching and learning, so that marginalized and at-risk children and youth participate in Early Childhood Care and Education activities, progress through primary school, and enter lower secondary education with age-appropriate knowledge and skills.

▪ Develop the knowledge, competence, confidence, and efficacy in women and youth that will allow them to assume decision-making roles and leadership positions in public, private, civil society, and political institutions.

▪ Enrich and bring to scale effective development strategies for technically strong and innovative local organizations.

▪ Increase access, capacity, and social capital of stakeholders and organizations at all levels to be full partners in development by networking and strengthening linkages within larger systems, stakeholders and organizations.

Our Commitment to Knowledge and Quality
It is not just about delivering good work, but also expanding the base of knowledge and committing to continuously improve the quality of our work and the work of all our partners. Evidence of impact is a precious resource that adds knowledge to the science of development, and multiplies the impact of our work. Plan is known and well-respected for our technical leadership and expertise in the following areas:

▪ Disaster Response
▪ Gender
▪ Leadership and Capacity Development
▪ Local Ownership, Accountability, and Sustainability
▪ Water, Sanitation, and Health
▪ Youth and Economic Empowerment
We will continue to invest in research and evaluation, collecting evidence of Plan’s impact and disseminating those results through studies, policy events, technical conferences, and civil society coalitions.

Our Partners

To achieve impact requires partnerships with a range of donors. Specifically:

1. **Individual donors, particularly sponsors** – At the heart of all our programming is our sponsorship base. Child sponsorship provides Plan a platform for long-term programming in every country that is independent of political changes and is critical for program sustainability and local accountability. Plan’s sponsorship funding allows us to think long-term, essential to building local capacity and trust.

2. **Foundation and corporate partners** – Deepening existing and building new relationships with foundations and corporate partners provides an opportunity for Plan to experiment, innovate, and scale in a way that is not as easily done with large governmental partners.

3. **U.S. government partners** – The U.S. government, as the largest bilateral donor in the world, provides access to tools and resources that put it at the forefront of innovative development programming.

Our Platform

In order to achieve the impact outlined in this strategy, we will focus on the following enablers over the next five years.

**Organizational structure and talent management**
We have restructured our organization to make the most impact in the lives of children in developing countries. We will continue to ensure our work meets the highest standards and that teams are trained and have the capacity to help us succeed, changing many lives in the process. We will also continue to streamline current processes and procedures in our recruitment systems, ensuring that we hire those with outstanding skills quickly, wherever we are working.

**Technology**
An updated website, smooth e-commerce experience, excellent underlying systems, and automation of internal processes will help move us forward, improving the experience for donors and helping us become more efficient stewards of donor funds, as will continued investments in improving Plan’s technical infrastructure around the world.

**Financial transaction processing**
Ensuring that Plan is always current with best practices and with donor security top-of-mind is critical.

**Donor loyalty and retention**
Our donors are at the heart of our mission, and ensuring that our donor stewardship is first-rate is a priority.

*A special “thank you” to The Boston Consulting Group for its assistance with our strategic plan.*