PLAN Youth Employment Workshop - Brazil

Simulation of Partnership Development

28 of January 2016
<table>
<thead>
<tr>
<th>#</th>
<th>Topic</th>
<th>Objective</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Partnership Development Simulation</td>
<td>Allow participants to learn and practice the methodology, and tools to feel confident when developing partnerships</td>
<td>8:30 – 12:30</td>
</tr>
<tr>
<td>2</td>
<td>LUNCH</td>
<td></td>
<td>12:30 – 2:00</td>
</tr>
<tr>
<td>3</td>
<td>Simulation Debrief</td>
<td>Provide real time feedback to improve the participants techniques / messaging when working with the private sector</td>
<td>2:00 – 3:00</td>
</tr>
<tr>
<td>4</td>
<td>Y1 Partnerships Review</td>
<td>Allow participants to share best practices and insights across the different countries</td>
<td>3:00 – 4:00</td>
</tr>
</tbody>
</table>
What are Partnerships?

“Partnerships are commonly defined as voluntary and collaborative relationships between various parties, both State and non-State, in which all participants agree to work together to achieve a common purpose or undertake a specific task and to share risks, responsibilities, resources, competencies and benefits.”

- Report of the UN Secretary-General
Why are we talking about Partnerships?

We are seeing convergence of interests between the private, public and development sectors related to business, sustainability and global development.

**Private Sector**
Companies are increasingly engaging in global development issues due to both new pressures and new opportunities.

**Public Sector**
Governments are increasingly seeking to leverage private sector to provide services traditionally managed by public sector (health, education).

**Development Sector**
Non-profits are increasingly relying on partnerships with companies and governments in order to maximize impact, leverage additional resources.

**Impact on social, economic, environmental challenges**
Why engage in Partnership?

Each sector and organization has different drivers and understanding these helps to create stronger partnerships.

<table>
<thead>
<tr>
<th>Government</th>
<th>NGOs</th>
<th>Business</th>
<th>Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Delivering services more cost effectively</td>
<td>• Tackling complicated development challenges</td>
<td>• Access new markets</td>
<td>• Social benefits i.e. jobs, healthcare etc.</td>
</tr>
<tr>
<td>• Greater flexibility in delivery/ locally orientated</td>
<td>• Capacity building</td>
<td>• Business sustainability i.e. securing supply of raw materials etc.</td>
<td>• Access to senior stakeholders in business and government</td>
</tr>
<tr>
<td>• Delivering a higher quality service</td>
<td></td>
<td>• License to operate</td>
<td>• Influence over programmes, local strategy etc.</td>
</tr>
</tbody>
</table>

- Reaching scale – in more locations, impacting more people etc.
- Access to resources – money, knowledge, labour, contacts, policy etc.
- Delivering innovative programmes utilising expertise outside of an organisation’s core competency
- Gaining credibility – from association with government, large companies, issue specific NGOs and an engaged community
What kinds of partnerships are we seeing?

A nature of partnerships has evolved as organizations seek to increase commercial value whilst simultaneously increasing social impact.

**Philanthropic**
- Discrete effort or relationship, with emphasis on PR and financial contributions

**Opportunistic**
- Program or intervention that brings short-term benefits
- May leverage core competencies of partners, but in an ad-hoc manner

**Strategic**
- Leverages core competencies of partners to develop market and pilot new products & services
- Explicit sharing of risk, resources and responsibilities
- Tends to be bilateral agreement set up within existing system

**Transformational**
- Multi-stakeholder approach, systematically changing the rules of the game
- Interventions & solutions to make markets work, improve enabling environments and frameworks, and set global standards

*Increased Complexity, Investment and Impact*
What forms do these partnerships take?

There are many different types of partnerships with different purposes, duration and formats. Below are a few, but this is not exhaustive.

<table>
<thead>
<tr>
<th>Type of partnership</th>
<th>Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>PPP (Public Private Partnership)</td>
<td>A government service or private business venture which is funded and operated through a partnership of government and one or more private sector companies – usually more of a bilateral contractual relationship with vendors and purchasers</td>
</tr>
<tr>
<td>Multi-stakeholder</td>
<td>A partnership involving representatives from different sectors to solve a specific issue</td>
</tr>
<tr>
<td>Consortium/ Alliance</td>
<td>An umbrella grouping of organisations that agree to work together on specific issues. These are often a loser partnership unless there is a specific project to deliver.</td>
</tr>
<tr>
<td>Temporary</td>
<td>The partnership structure is designed for obsolescence. It is time-specific and therefore dispensed with once the agreed programme of work is completed</td>
</tr>
<tr>
<td>Dispersed</td>
<td>Partners have agreed a common aim but they rarely meet face-to-face. Instead they operate by different partners (or sub-groups of partners) being mandated to complete tasks on behalf of the partnership to which they are ultimately accountable</td>
</tr>
<tr>
<td>Consultative</td>
<td>The ‘task’ of the partnership institution is to provide advice and / or a sounding board for new ideas rather than to develop and implement a project. Often built into the political process for policy making</td>
</tr>
<tr>
<td>Learning/ research</td>
<td>The partnership is established with the primary goal of learning and sharing information arising from partnership experiences</td>
</tr>
</tbody>
</table>

Partners need to agree what type of partnership they want and what that requires...
Simulation Overview
# Simulation Agenda

<table>
<thead>
<tr>
<th>Item</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome</td>
<td>8:30 – 8:35</td>
</tr>
<tr>
<td>Overview of Simulation &amp; Introduce Client Examples</td>
<td>8:35 – 8:50</td>
</tr>
<tr>
<td>Scenario #1: Introduction Meeting</td>
<td>8:50 – 10:00</td>
</tr>
<tr>
<td>Scenario #2: Alignment on Situation &amp; Challenges / Work Plan</td>
<td>10:00– 11:10</td>
</tr>
<tr>
<td><strong>BREAK</strong></td>
<td>11:10-11:20</td>
</tr>
<tr>
<td>Scenario #3: Proposal / Contract / Maintaining Communication after Contract</td>
<td>11:20 –12:30</td>
</tr>
<tr>
<td><strong>LUNCH</strong></td>
<td>12:30 – 2:00</td>
</tr>
<tr>
<td>Simulation De-Brief &amp; QA</td>
<td>2:00 – 3:00</td>
</tr>
</tbody>
</table>

*Each Scenario is 1 hr. 10 mins*
Client Scenarios
Simulation Activity Instructions

Overview

• We will be conducting a simulation of the partnership development process
• There will be 3 teams where participants will be mixed from different countries
• Accenture will play the role of the company you hope to partner with

Instructions

• Throughout the simulation you will receive 3 separate partner scenarios.
• After reading the scenario will you be asked to prepare appropriately for the upcoming meeting that you will be having with the company.
• Please work within your group for 30 minutes to prepare for the upcoming meeting using the flip charts provided. Afterwards, we will be conducting a role play for 20 minutes with the Accenture facilitators where you will be asked to present your ideas.
• One of Claro’s goals for 2016 is to improve their customer service ratings. Over the past few months, Claro has been receiving an increased number of requests for installation of telephone lines and for repairs of existing underground cables, and does not have enough Technicians to support the demand. Due to the lack of employee capacity, it’s customer satisfaction rating is declining and customers are moving to other telecom operators such as Tigo and Movistar.

• Claro is looking to hire skilled and dedicated employees into entry-level positions within their Infrastructure and Engineering department. Based on it’s poor customer service ratings and declining image in LATAM, Claro has expressed interest in taking a community-led approach to resolving it’s challenges. Claro is interested in learning more about PLAN International and how they can partner together to achieve mutual objectives.
Scenario #1
Introduction Meeting

Current situation

• You have scheduled a first meeting with the Director of Human Resources at Claro
• Claro is interested in understanding more about your organization, about the partnership opportunity, and the potential value of partnering with you.

Next Steps

• What materials are needed to prepare for the meeting?
• What agenda would you propose for the meeting?
• What key messages / information do you need to share?
• What information do you need to capture to move to the next stage of the partnership?
• What next steps will you propose to maintain momentum and accelerate discussions?

Things to keep in mind

• Since this is the first meeting with Claro it is important for PLAN to make a good first impression.
Brainstorm
Scenario #1 – Recap

Introduction Meeting / Lack of Communication

Recap

Preparing for PLAN’s Upcoming Meeting with Claro

- **Materials**: PPT outlining agenda

- **Agenda**:
  - Provide PLAN Overview
  - Discuss Youth Employment Partnership between PLAN & Accenture
  - Discuss Shared Value - What is shared value? What are examples of a shared value solution?
  - Discuss successful PLAN partnerships
  - Next Steps

- **Key Messages**: Highlight PLAN’s differentiators, showcase opportunities for PLAN & Claro to partner together

- **Information to Capture**: Yes or no if Claro wants to move forward, what is their goals and objective?, what skill sets do they need?

- **Next Steps**: Schedule next meeting to discuss ideas for partnering

**Best Practice**: Ensure to respond to the partners in a timely manner (within 48hrs), prepare an agenda before the meeting, ensure you understand who the audience is of the meeting

**Questions**:
- Wrong Audience – if you attend the meeting and you realize the person is not the appropriate contact, what should you do?
- Not responsive – If you have contacted the partner and they are not responsive to your message(s) what should you do?
Scenario #2
Alignment on Situation & Challenges / Work Plan

Current situation

• Claro have been receiving repair requests from businesses and households customers
• Claro is currently looking to hire skilled and dedicated employees into their Field Technicians Team to help improve the customer service ratings.
• During the first meeting, you agreed to provide training to the youth but the details of the training were not defined.
• Now, you are having a follow up meeting with the Director of Human Resources. During this meeting, Claro would like to understand the next steps of building the partnership together.

Next Steps
• What materials are needed to prepare for the meeting?
• What agenda would you propose for the meeting?
• What key messages / information do you need to share?
• What information do you need to capture to move to the next stage of the partnership?
• What next steps will you propose to maintain momentum and accelerate discussions?

Things to keep in mind
• Develop a solution that will help to resolve Claro’s business challenges
Brainstorm
Scenario #2 – Recap
Alignment on Situation & Challenges / Work Plan

Recap
Preparing for PLAN's Upcoming Meeting with Claro

- **Materials:** PPT outlining agenda, prepare ideas on how PLAN & Claro can partner together, prepare questions to ask partner to understand their wants / needs

- **Agenda:**
  - Recap from previous meeting
  - Discuss partner wants / needs
  - Discuss ideas to partner together
  - Next Steps

- **Key Messages:** PLAN has the capabilities to train the youth, shared value, ability to scale in the future

- **Information to Capture:** Understand Claro's wants and needs, decide on 1 or 2 training ideas to explore further (customer service, life skills, and technician skills - installation, maintenance, and repairs to cable wires)

- **Next Steps:** Schedule next meeting to discuss workplan on 1 or 2 ideas

**Best Practices:** Be prepared to suggest ideas on how to partner together, Understand their challenges and what they are trying to achieve

**Questions:**
- How do you measure metrics? How do you ensure youth will be successful in their Jobs? Who will be responsible to measure the metrics?
Scenario #3
Proposal & Contract / Maintaining Communication

Current situation

- You already had several meetings with Director of the Customer Service Center who has agreed to partner with you.
- Claro has already approved the high level approach in which PLAN will train the youth for an entry technician position.
- Now Claro is ready to move forward but wants more details on how the partnership will operate (When can the training begin? How long is the training? How many youth will be trained? What is the cost? What is Claro’s responsibility? How will Claro and PLAN stay engaged during the partnership?)

Next Steps

- What materials are needed to prepare for the meeting?
- What agenda would you propose for the meeting?
- What key messages / information do you need to share?
- What information do you need to capture to move to the next stage of the partnership?
- What next steps will you propose to maintain momentum and accelerate discussions?

Things to keep in mind

- Brainstorm ideas to engage with Claro during the partnership to ensure both Claro and the youth are successful
Scenario #3 - Recap
Proposal & Contract / Maintaining Communication

Recap
Preparing for PLAN’s Upcoming Meeting with Claro

- **Materials:** PPT outlining agenda, detailed proposal

- **Agenda:**
  - Recap from last meeting
  - Discuss proposal & contract
  - Discuss ideas to stay engaged during the partnership (business case)
  - Next Steps

- **Key Messages:** The role of PLAN & the role of Claro throughout the partnership, discuss status meetings

- **Information to Capture:** Updates to the proposal, questions regarding proposal, ideas to stay engaged during the partnership

- **Next Steps:** Develop contract, Schedule meeting to get sign-off from Claro

**Best Practice:** Ensure Claro is aligned with approach, during partnership ensure Claro directors are aware of progress of partnership

**Question:**
- If the partner does not want to sign the contract, what should you do?
Simulation Debrief
Simulation Key Takeaways

• What are the key questions that each of the social styles asked?
• What best practices did you learn from the simulation that you would like to share?
• Please give an example of how you overcame a challenging question? What could you have done differently?

Scenario 1

Scenario 2

Scenario 3
Y1 Partnerships Review
Please, write the top 3 problems that you faced in Y1.

Example:
I have been facing problems scheduling an initial meeting with a potential partner.

I scheduled a meeting with São Braz (coffee shop company), but they canceled for the 4th time.

Now, work with your team to find solutions to the other country problems!

Use your past experiences!

Think outside the box!