



# Partnerships Toolkit

# JCI Partnerships Toolkit

## A Practical Guide for National and Local Organizations

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## 1. Introduction

JCI collaborates with organizations that support our mission of developing leaders and advancing the 2030 Agenda for Sustainable Development. Partnerships are a key enabler of JCI's impact, sustainability, and global relevance.

This Partnerships Toolkit serves as the **official reference document** for understanding how partnerships work within JCI at all levels. It provides clear guidance for members, Local Organizations, and National Organizations on how to engage with partners in a professional, ethical, and aligned manner.

This Toolkit helps you understand:

- What JCI partnerships are and why they matter
- How JCI's partnership framework is structured
- The difference between global, national, and local partnerships
- How to access benefits from global partners
- How to build and manage partnerships at national and local levels
- When and how to involve JCI Headquarters

This Toolkit translates the JCI Global Partnerships Framework into simple, actionable guidance that can be applied consistently across the organization.

National and Local Organizations have autonomy to develop partnerships as long as they:

- Do not conflict with global agreements
- Follow JCI's ethical standards
- Use the JCI brand correctly
- Inform and coordinate with Headquarters when required

## 2. How to use this toolkit

This Toolkit is designed to be practical and easy to navigate for:

- **Members**
- **Local Organizations**
- **National Organizations**

You do not need to read it from beginning to end to use it effectively. When in doubt, always contact JCI Headquarters before engaging a partner.

This document should be used as:

- A reference before approaching a partner
- A guide when preparing partnership proposals or sponsorship packages
- A support tool when reviewing agreements
- A training resource for partnership teams

### 3. What partnerships mean at JCI

Partnerships help JCI:

- Expand opportunities for members
- Increase credibility and global visibility
- Strengthen leadership development
- Deliver impactful initiatives
- Support events and programs
- Increase innovation and access to resources

Partnerships are not only financial. They include institutional cooperation, knowledge sharing, tools, platforms, networks, and strategic collaboration.

Every JCI member, Local Organization, and National Organization plays a role in ensuring that partnerships are:

- Mission-driven
- Professionally managed
- Ethically sound
- Aligned with JCI's global strategy

### 4. Understanding JCI's partnership framework

JCI partnerships are organized using two complementary dimensions:

- **Partnership Pillars**, which define *who* we work with
- **Types of relations**, which define *how* we work with them

Understanding this distinction is essential to engaging partners correctly.

#### 4.1 The Three Partnership Pillars

### 4.1.1 Institutional Partners

Institutional Partners are mission-aligned organizations that work with JCI on advocacy, Sustainable Development Goals (SDG) implementation, thought leadership, innovation ecosystems, and community impact.

Institutional partners are grouped into **three subcategories**:

#### 1. **Policy, Advocacy & Global Cooperation Partners**

Organizations that help JCI engage in global policy, multilateral processes, and leadership for the SDGs.

- *Examples:* UN agencies, intergovernmental bodies, global youth coalitions, chambers of commerce.

#### 2. **Innovation & Ecosystem Partners**

Organizations that support entrepreneurship, digital transformation, and innovation ecosystems for young leaders.

- *Examples:* startup ecosystems, accelerators, innovation networks, entrepreneurship platforms.

Partnerships 2026

#### 3. **Community Impact Partners**

Organizations that help JCI deliver SDG-aligned projects and social impact in local communities.

- *Examples:* NGOs, foundations, humanitarian organizations, youth and community organizations.

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These partners usually do not provide direct monetary sponsorship. Their main value is mission alignment, credibility, and access to platforms, tools, and networks.

Download a [full guide](#) of current institutional partners and collaborators.

### 4.1.2 Corporate Partners

These partners provide:

- Monetary support
- Sponsorship
- Grants
- Measurable in-kind contributions that offset costs

Corporate partners help fund global programs, events, and strategic initiatives. [JCI Club100](#) belongs under this pillar as a flagship Corporate Partnership program where companies invest financially in JCI and receive visibility and networking benefits.

### 4.1.3 Strategic Partners

These partners provide **direct member benefits**, such as:

- Tools
- Technology
- Training
- Mentorship
- Discounts
- Career development

Download the full guide of current strategic partners offering [discounts and perks for members](#). This Guide is available in English, Japanese, French, and Spanish.

## 4.2 Types of Relations

JCI works with external organizations through three relationship types:

- **Partnership**

A formal relationship that fits within at least one of JCI's three partnership pillars. Partnerships include agreements, collaboration plans, and shared benefits.

- **Sponsorship**

A financial or measurable in-kind contribution that falls under Corporate Partners. Sponsorships support events, programs, and operational costs.

- **Collaboration**

A short-term or one-time engagement focused on a specific activity, event, or mission-aligned project. Collaborations are flexible and often serve as a first step before a partnership.

### 4.3. Partner selection criteria (Who we decide to partner with)

JCI partners with organizations that can meaningfully contribute to leadership development, member value, organizational sustainability, and SDG-aligned impact. Partner selection is based on strategic fit, credibility, and the ability to activate.

### **Who qualifies as a JCI partner**

A potential partner is suitable when they demonstrate:

- Alignment with JCI's mission, values, and leadership focus
- Credibility and positive reputation in their sector
- Clear value for members and or community impact
- Capacity to activate through programs, events, trainings, or projects
- Willingness to collaborate with defined roles and accountability
- Potential for scalability or replication, when relevant
- Aligns with at least one of the three partnerships pillars

### **Who JCI does not partner with**

JCI does not engage with organizations that:

- Conflict with JCI's mission, values, or ethical standards
- Present political, legal, or reputational risk
- Are involved in harmful or irresponsible practices
- Seek endorsements without contributing tangible value
- Create conflict of interest with existing global partnerships

## **5. Partnership activation pathways**

JCI partnerships are designed to be active, outcome-oriented, and leadership-focused. Each partnership should translate strategic alignment into tangible actions that create value for members, communities, and partners.

All partnerships are activated through one or more of the following four pathways, aligned with JCI's **4 Areas of Opportunity** and leadership development model:

### **5.1. Programs (Business & Entrepreneurship)**

Partnerships that strengthen entrepreneurial skills, business leadership, and economic empowerment.

Typical activations include:

- Entrepreneurship tools and platforms
- Mentorship and coaching programs
- Startup accelerators and innovation challenges
- Creative Young Entrepreneur (CYE) support
- Business ecosystem access and scaling opportunities

These partnerships support members in developing practical leadership skills through enterprise and innovation.

## **5. 2. Events (International Cooperation)**

Partnerships that enhance international exposure, global dialogue, and cross-border collaboration.

Typical activations include:

- Speakers and experts at JCI events
- Co-hosted conferences or side events
- Mobility and participation support
- Global forums and high-level dialogues
- Ten Outstanding Young Persons (TOYP) engagement

These partnerships strengthen JCI's international presence and provide members with global platforms for leadership.

## **5. 3. Trainings (Individual Development)**

Partnerships that expand access to learning, upskilling, and professional development.

Typical activations include:

- Workshops and masterclasses
- Certifications and credential programs
- Digital learning platforms
- Leadership, management, and technical skills training

These partnerships directly enhance the individual value of JCI membership.

## **5.4. Projects (Community Impact)**

Partnerships that deliver measurable social impact aligned with the SDGs.

Typical activations include:

- SDG-aligned community projects
- JCI RISE initiatives and projects
- Research, pilots, and impact assessments
- Community interventions and humanitarian action

These partnerships enable members to apply leadership in real-world contexts and create sustainable impact.

Most partnerships will activate across **multiple pathways**. Clear activation pathways ensure that partnerships move beyond visibility and translate into meaningful engagement and results.

## 6. JCI's 4-step partnership cycle

JCI applies a simple and practical partnership cycle to ensure that partnerships are strategically selected, professionally managed, and consistently delivered at all levels of the organization. This cycle helps National and Local Organizations move from partner identification to long-term relationship building, while ensuring alignment, accountability, and impact.

### **Step 1: Attract**

Identify and prioritize potential partners that align with JCI's mission and objectives.

- Identify potential partners
- Conduct a simple needs assessment
- Prepare a prioritized partner list
- Create clear outreach materials

### **Step 2: Secure**

Formalize the partnership through alignment, clarity, and agreement.

- Request a meeting
- Present your proposal
- Align expectations and deliverables
- Sign an agreement

### Step 3: Implement

Activate the partnership through coordinated actions and delivery.

- Create a simple action plan
- Maintain regular communication
- Deliver promised benefits
- Highlight and acknowledge partner contributions

### Step 4: Follow-Up

Evaluate results and strengthen the relationship over time.

- Gather partner feedback
- Review agreed KPIs
- Share outcomes and results
- Strengthen the long-term relationship

## 7. Working with global partners

All global partnerships are managed by **JCI Headquarters through the Partnerships Department** to ensure consistency, brand integrity, and strategic alignment.

### 7.1 Engagement rules

National and Local Organizations may engage with global partners in the following ways:

- Participating in programs led by global partners
- Using approved partner tools and resources
- Inviting global partners to national or local events, when approved
- Amplifying global partner initiatives through local activities

National and Local Organizations **must not**:

- Negotiate or sign global agreements
- Promise global visibility
- Use global partner logos without approval
- Contact a partner's global headquarters directly

Contact with **national or local offices** of a global partner is allowed, provided it does not conflict with a global agreement.

## 7.2 Accessing benefits

Benefits offered by global partners are communicated through:

- JCI Partnerships [website](#)
- Internal platforms and tools (JVC, [Trello](#))
- Official communications from Headquarters (Official social media accounts, newsletters, and websites)

National and Local Organizations are encouraged to actively promote these benefits to members.

## 7.3 When approval is required

Headquarters approval is required when:

- A partner is a multinational company
- Global branding or visibility is requested
- The engagement involves UN agencies or major institutions
- There is potential overlap or conflict of interests with an existing global agreement

# 8. Understanding JCI Club100

JCI Club100 is an exclusive network of up to 100 companies that financially invest in JCI's mission. It is part of the Corporate Partners pillar and represents one of JCI's most strategic global partnership programs.

Club100 is managed entirely by JCI Headquarters, ensuring consistency in partner experience, brand visibility, and investment management.

Unlike traditional corporate partnerships, Club100 is built around JCI members who are business owners and business professionals. Only JCI members who own or lead a company can join this program. It was created to:

- Unite JCI member-owned businesses at a global level
- Support their entrepreneurial growth
- Provide a global platform for visibility and expansion

- Strengthen the business ecosystem within the JCI community
- Connect members directly with JCI's global partner network
- Offer opportunities for companies to scale internationally

Club100 combines investment in JCI with exclusive business development opportunities for its members.

## 8.1 What Club100 members receive

Club100 members benefit from enhanced visibility, recognition, and global business access, including:

- Global recognition across JCI channels
- Event visibility at World Congress, Area Conferences, and key programs
- Speaking opportunities at major JCI events (tier-dependent)
- VIP networking access, including receptions with global partners and leaders
- Branding in JCI publications and communication materials
- Exclusive partner engagement opportunities, strengthening their business reach
- Access to JCI's global business network, including other Club100 companies
- Opportunities to showcase their products and services beyond national borders

## 8.2 Membership Tiers

Club100 membership is organized into four annual contribution tiers:

- **Platinum** – Highest visibility, speaking opportunities, premium brand placement
- **Gold** – Strong recognition and priority access to partner engagements
- **Silver** – Mid-level benefits and recognition
- **Bronze** – Entry-level participation and branding benefits

### Investment Allocation Flexibility

In addition to tier-based benefits, Club100 investors may choose how their annual contribution is allocated within JCI. Investors can direct their investment to support:

- A specific **global program** (E.g. CYE, TOYP, etc)
- A strategic **initiative** (part of the yearly Plan of Action)
- A designated **committee** (E.g. JCI in Business Committee, International Human Duties Committee, etc)

This flexibility allows Club100 members to align their investment with their areas of interest, while contributing directly to JCI's global mission.

(Benefits are based on the official [Club100 Membership Guide](#), available in Spanish, French, Japanese and English).

### 8.3 Why Club100 matters

Club100 plays a crucial role in strengthening both JCI and the entrepreneurial ecosystem within the organization:

- Provides sustainable funding for JCI's global mission
- Supports major programs, events, and strategic initiatives
- Enhances corporate credibility and global reach
- Fosters long-term strategic relationships
- Helps JCI member-owned businesses scale internationally
- Strengthens the JCI business community through collaboration and visibility

Club100 is a significant part of JCI's financial sustainability model and a unique recognition platform for member entrepreneurs.

## 9. Building Partnerships at National and Local Levels

National and Local Organizations may:

- ✓ Build their own national/local partnerships
- ✓ Create sponsorship agreements for events
- ✓ Collaborate with community stakeholders
- ✓ Use the JCI National and Local name following brand guidelines
- ✓ Follow JCI ethical standards

They must NOT:

- ✗ Sign agreements with companies or institutions that conflict with global partners
- ✗ Use the global JCI brand for endorsements without HQ approval
- ✗ Enter partnerships with high-risk sectors/companies

## 10. Partnership Do's and Don'ts

**Do:**

- ✓ Follow brand guidelines
- ✓ Keep communication professional
- ✓ Deliver promised benefits
- ✓ Confirm no conflict with global partners

**Don't:**

- ✗ Use global partner logos without permission
- ✗ Promise visibility you cannot deliver
- ✗ Sign agreements with multinational corporations without checking with HQ
- ✗ Engage with politically sensitive or restricted industries

## 11. When to Contact JCI Headquarters

NOs/LOs should contact Headquarters if:

- A potential partner is a multinational company
- A partner requests global visibility
- The partnership relates to UN agencies or major institutions
- The partner conflicts with an existing global agreement
- You need support with contracts or templates

Partnerships Department Contact: [partnerships@jci.cc](mailto:partnerships@jci.cc)

## 12. Templates and Tools

Included in the Toolkit:

- [MOU template](#)
- [Sponsorship agreement template](#)
- [Partnership Annual Plan of Action Template](#)
- [Simple Due Diligence Checklist](#)

Templates may be adapted for national or local needs.

## 13. Frequently Asked Questions (FAQ)

### **13.1. Can National or Local Organizations create their own partnerships?**

Yes, they may establish their own partnerships as long as they follow the guidelines outlined in this Toolkit and ensure there are no conflicts of interest with existing global partners.

### **13.2. Can National Organizations approach global companies?**

National Organizations should primarily focus on partnerships with companies that operate at a national level within their country.

Partnerships with multinational or global companies are managed by Headquarters Partnerships Department, as these agreements aim to secure benefits and opportunities for members worldwide.

If a National Organization wishes to approach a company that has a global presence, they must first consult the Partnerships Department to ensure there are no ongoing discussions and to determine whether the outreach should be coordinated through Headquarters. This process prevents conflict or duplication and maintains strategic alignment in global negotiations.

### **13.3. Can members contact global partners directly?**

Yes, but only when acting in representation of their National Organization and including the Partnerships Department ([partnerships@jci.cc](mailto:partnerships@jci.cc)) in the communication. This allows the team to support the process and ensure proper engagement with global headquarters or offices.

If the outreach is directed to a national or local branch of a global partner, National Organizations may do so independently.

However, any communication with partners at the global/headquarters level must be coordinated through the Headquarters Partnerships Department, which will make the introduction and connect you with the appropriate contact.

### **13.4. Can National or Local Organizations use global partner logos?**

Only with written approval from the Headquarters Partnerships Department.

### **13.5. How do I contact a global partner?**

When reaching out to partners via email, always copy Headquarters Partnerships Department ([partnerships@jci.cc](mailto:partnerships@jci.cc)) for visibility and support where needed. Please review the below contact information for our institutional partners:

- United Nations (UN)

Engagement with UN offices in your country should be partnership-focused (not solely seeking financial support). This strengthens credibility and positions JCI as a collaborative actor within the UN ecosystem.

All communication should be sent using JCI letterhead, with brief institutional background and a clear project/proposal.

- World Business Angels Investment Forum (WBAF)

Information and connection points can be found on their [official website](#).

- International Chamber of Commerce (ICC)

Please complete the following form for collaboration requests. We will facilitate an introduction to the appropriate representative.

[JCI x ICC Collaboration Interest form](#)

Refer to the [ICC Global Chambers list](#) for contacts and networks, and check the user manual for setup instructions.

- AIESEC

Please complete the following form for collaboration requests. We will facilitate an introduction to the appropriate representative.

[JCI x AIESEC Collaboration Interest form](#)

For more information visit the [official website](#).

- Ban Ki-moon Foundation (BKMF)

Please contact us for collaboration requests. We will facilitate an introduction to the appropriate representative. For more information please visit the [official website](#).

- Business Network International (BNI)

To explore collaboration, visit: [www.bnipartner.com/jci/](http://www.bnipartner.com/jci/) and request contact with a local BNI chapter.

Alternatively, you may reach out to us if you prefer a personal introduction. You can also refer to the [BNI Global Chapters list](#).

### **13.6. How can National or Local Organizations join or participate in a partner event?**

Opportunities vary based on the partnership agreement and event type. Available opportunities are communicated through:

- JCI Board of Directors
- JCI Committees
- JCI Newsletter
- JCI Social media channels

If you are interested in a specific partner event, contact the Partnerships Team or your Growth & Development area team. We will do our best to support your participation.

## **14. Contact Information**

- **JCI Partnerships Department**

Email: [partnerships@jci.cc](mailto:partnerships@jci.cc)

- **JCI Partnerships Director**

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