

2015

Partnership Annual Report

Working in partnership is at the core of Save the Children's understanding of how change happens





Save the Children's Theory of Change states: "We build partnerships: collaborate with children, civil society organizations, communities, governments and the private sector to share knowledge, influence others and build capacity to ensure children's rights are met."

INTRODUCTION

Working in partnership is the cornerstone of Save the Children International (SCI)'s Theory of Change and the Country Strategy for Bangladesh. SCI works with local partners to increase the depth and breadth of its programming, but even more importantly to secure sustainability, ownership and the development of a strong civil society that can promote child rights and accountability for children.

Bangladesh Country Office has successfully established its partnership framework in 2013, and has created a momentum for rolling-out the framework. In 2013 and 2014, Save the Children Sweden (SCS) and Save the Children Denmark (SCD) supported a TA position on partnership based in Bangladesh, through SIDA and DANIDA funding. The purpose was to strengthen the partnership approach both in Bangladesh and in the region. The Technical Advisor provided support to establish framework and guidance for program and support staff on developing and supporting quality partnerships. This included the various aspects of work of SCI with partners, such as assessments, selection, project planning, capacity building and evaluation. The framework will thus have an impact on activities of SCI with partners, but also on the structures, tools and approaches of SCI itself.

STRATEGIC HIGHLIGHTS

The Partnership framework is being successfully implemented and the framework in Bangladesh is serving as inspiration for other countries in the region and SCI center as well. The established framework has shaped the partnership landscape initiatives across the CO and re-organization of the Sub-grant Unit to a Partnership Unit. These mechanisms are a prerequisite for comprehensive work on partnership and capacity building throughout the whole CO. The Partnership team has been successful in communicating the importance of "real" partnership.

A partnership working group at CO level is established where SMT members and representatives from thematic themes meet for reflection regarding partnership development work. Over the last year the PWG has effectively been facilitating coordination and planning on partnership issues and has maintaining overall responsibility for taking forward the Partnership Action Plan. This report documents progress of Partnership Action Plan during the period of 2015.

Overall, the first full year with the new Partnership Framework was characterized by the establishment and roll-out of a number of new mechanisms, tools and approaches. We have increased focus our on capacity strengthening and increased dialogue with and feedback from partners beyond individual projects. We have also made progress on working with more with strategic partnerships, however further work here is still needed particularly in the area of scoping and stakeholder analysis, strategic partnership development and involvement of partners in program design.

STRATEGIC OBJECTIVES

The following are the objectives of the Partnership Framework and Annual Partnership Action Plan:

1. Support the development of long-term strategic partnerships
2. Improve capacity strengthening component of partnerships
3. Improve monitoring, evaluation, accountability and learning structures together with partners
4. Increase partners' participation in Save the Children's strategy development and program design
5. Ensure that Save the Children has appropriate resources, technical skills and structures to support the framework.

PROGRESS AGAINST THE 2015 ANNUAL PARTNERSHIP ACTION PLAN



Objective-I: SUPPORT THE DEVELOPMENT OF LONG-TERM STRATEGIC PARTNERSHIPS

Outcome Mapping is basically a system for planning and monitoring change that concentrates on monitoring changes in behavior (what schools/SMCs/etc are doing to ensure quality learning), rather than monitoring changes in state (# of children in educated in a program). It is an interesting system for promoting programs that focus on strengthening capacity of national actors. Key features in the method are defining the right partners, defining progress markers, and monitoring over time how we support these changes.

1.1 Guidelines on Stakeholder Analysis

Guideline has been developed for identification and positioning of key stakeholders. The purpose of this activity is to identify existing and potential strategic partners in program design. Stakeholders analysis has been carried out in few program development with CRG and others sectors in 2015.

1.2 Stakeholders Analysis and Strategic Partnership Development

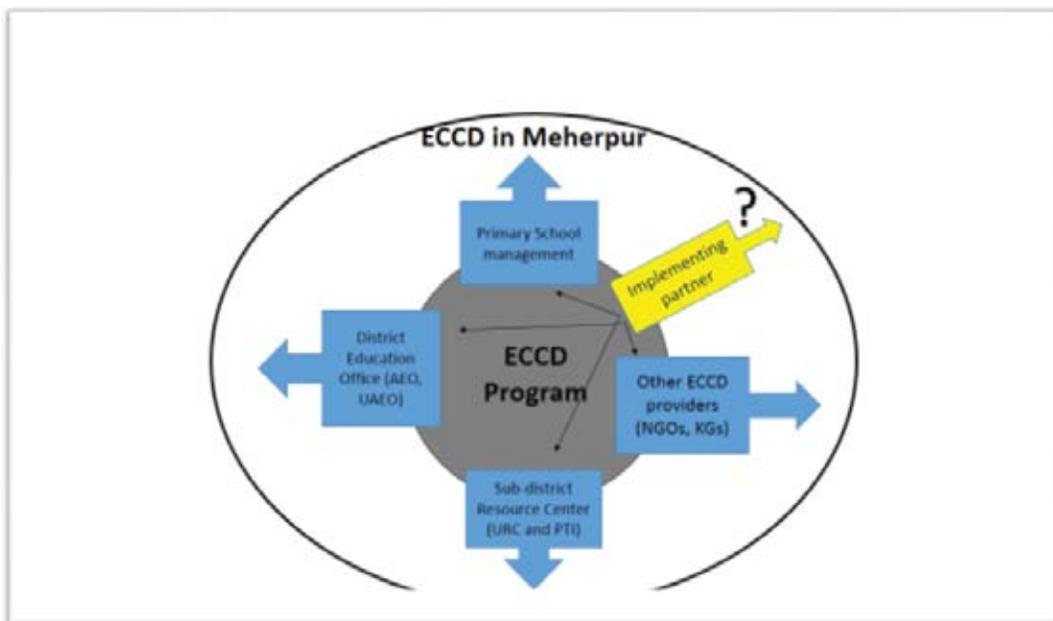
Save the Children is moving from project-based partnerships to a more strategic partnership approach. We value our strategic partners, because they bring competences that Save the Children doesn't have; influence and long term presence, and allow synergies that would not be possible working independently.

The Partnership Unit in collaboration with thematic sectors has successfully piloted the Outcome Mapping tools. An Outcome Mapping exercise was conducted with the Shishuder Jonno (SJ) program for planning for sustainable outcomes on ECCD and developing strategic partnerships within ECCD in Meherpur. The key aim was to identify relevant local actors and institutions and develop strategies on how to support them.

The first stage, Intentional Design, helped the ECCD program clarify and reach consensus on sphere of influence it would like to support and to plan the strategies that it will use. Key steps in the process include:

1. Identify vision and mission
2. Identify strategic partners
3. Identify outcome challenge and progress markers for each strategic partner
4. Develop strategy for each partner
5. Define own organizational practices that promote sustainability
6. Agree on monitoring plan for outcomes, strategy and own performance

This was done in a participatory way a week-long workshop with the program staff and local actors. The workshop was highly appreciated by the representatives from the local institutions and the program staff.



The Intentional Design stage helps answer following questions:

- Why? – Vision Statement
- How? – Mission Statement, Strategy Maps, Organizational Practices
- Who? – Strategic Partners
- What? - Outcome Challenges, Progress Markers

The second stage, Outcome and Performance Monitoring, provides a framework for on-going monitoring of the ECCD program's actions in support of its strategic partners' progress toward the achievement of outcomes. The ECCD program uses progress markers, a set of graduated indicators of behavioural change identified in the intentional design stage, to clarify directions with strategic partners and to monitor outcomes (Outcome Journal). It uses a Strategy Journal (to monitor strategies and activities) and a Performance Journal (to monitor organizational practices) to complete a performance monitoring framework.

*We are very happy with our
existing partnership*

*-WordFish, annual
feedback survey 2015*

Meaningful partnerships with Children's Organization- An approach to developing and minoring meaningful partnerships with NCTF under the innovative partnerships program

The Innovative Partnerships project is a 2-year project to support the empowerment of children through the use of ICT. The program is designed around a model where SCI and 4 other partners assist the National Children's Task Force to design, implement

and monitor a program to improve the WASH facilities of 30 schools in Savar. A central part of the project is developing a new model of partnership with children's organizations that empowers children.

To develop a clear vision on what this empowerment looks like for children in NCTF, an outcome mapping workshop was conducted with NCTF members from local, district and central levels along with other NGO partners in the program to clarify the desired outcomes for NCTF of the program. The workshop also yielded progress markers and strategies for achieving them so it would be possible to monitor how well the program is contributing to the empowerment of NCTF members. To ensure meaningful participation of children, the workshop was conducted using statue theatre which allowed a broad participation of all the children present in defining the desired outcomes.

The outcome mapping exercise provides a) a description of where NCTF would like to be at the end of project in 2015 ("the outcome challenge"), b) a series of milestones that indicate progress towards this ("the progress markers"), c) strategies/activities that NCTF's partners will undertake to support NCTF in achieving their goal ("the strategies"), d) some proposed organizational practices that the partners of NCTF should adopt to support children's empowerment ("organizational practices") and e) a draft monitoring plan and monitoring tools to use to track progress.



Objective-2: IMPROVE CAPACITY STRENGTHENING IN PARTNERSHIPS

2.1 Revise Partnership Assessment Tool

The Partnership Unit supports the sectors to carry out a Partnership Assessment (earlier known as the pre-award assessment) of new organizations or groups of organizations, which are selected as potential partners.

The Partnership Assessment Tool has been revised and adapted to the 'Three Circle' model and the SCI Capacity assessment framework so it fits with the other assessments done by the CO. The main focus of this assessment is on the operational platform and programmatic strengths of the partner and managing risks inherent in the partnership.

2.2 Review Organizational Assessment tool - IAOCA

Last year the SCI developed a new approach to organizational capacity assessment and planning, and piloted it with selected partners through a reflective action research process by supporting a 360 degree self-assessment of organizational capacities and subsequent capacity strengthening planning. The 360 Degree self-assessments helps the organizations develop their own capacity strengthening plans. This capacity strengthening process also includes assistance to partners in developing internal Organizational Development Teams, if these are not already present, that are responsible for coordinating and following up on the process.

Based on the pilot in 2014, SCI has revised the organizational assessment tools in 2015 and produced a users' guideline on the Integrated Approach to Organizational Capacity Assessments (IAOCA). The approach includes a number of interconnected tools and practices:

Discussion-Oriented Organizational Self-Assessment (DOSA)

The Discussion-Oriented Organizational Self-Assessment (DOSA) has been considered as the central tool, which has been complemented by other methods. DOSA uses a methodology that places an internal self-assessment at the centre of the evaluative process. DOSA tool helps the organization to apply their assessment results to design change initiatives that are firmly rooted in organizational realities. For the capacity assessment intervention of SCI partner in Bangladesh, DOSA tool was customized as per SCI's requirement in line with the 'Three Circle' model and also the following capacity assessment framework that has evolved from the mutual learning of SCI.



The Discussion-Oriented Organizational Self-Assessment (DOSA) is the central tool, which is complemented by other methods. This "360 degree" approach creates sufficient scope for cross-referencing and validation of the findings. Overall, the method-mix allows the organization to assess, over time, the impact of capacity building initiatives on organizational effectiveness.

Employee Satisfaction Survey:

A survey is conducted with 10-15% of the total staff (10% for mid-level and larger organizations and up to 15% for the smaller organizations) serving the organizations for at least 1 year from all levels across the organization and from all geographic areas where the organization has interventions, to assess their level of satisfaction regarding organizational provisions, practices and workplace environment which are keys to keeping high level of staff motivation.

Self-Evaluation of the Board/ the Executive Committee (EC):

Self-evaluation of the EC/Board of each organization regarding performance of their roles and responsibilities in overall organizational governance is carried out through a guided exercise.

Organizational Performance Ranking by the Beneficiaries:

Performance ranking by the beneficiaries informs the organization about their perception and opinion on organization's performance in relation to: (i) information sharing; (ii) beneficiaries' participation in project design, implementation and monitoring; and (iii) handling beneficiaries' feedback and complaints. This kind of exercise is done through a group discussion that takes 2 hours.

E-mail Survey of the Development Partners:

This email survey provides development partners' (funding organizations, etc) assessments on organizational capacities in relation to quality, sustainability, governance, management, finance & admin and compliance aspects.

Participative Organizational Analysis Process (POAP)

An alternative tool, 'Participative Organizational Analysis Process' (POAP) is used for smaller organizations. POAP is a method for starting a continuous process of Self-directed Institutional Development in an NGO with the assistance of a facilitator. It helps the people in the organization dissect current state of the organization, facilitate dialogue, understand reality, and recognize the external and internal conditions/factors, outputs, and inputs.

2.3 Organizational Self-assessment- a 360 Degree Assessments for Strategic and High Value Partner In 2015, Six (6) Partners

(i.e. BEES, BITA, ProdiPan, MMS PSKS and SUF) participated in the process of accessing organizational capacities by using the IAOCA. The organizations formed respective Organizational Development teams that led the Organizational Capacity Assessment processes.

Major Achievements from the Intervention Outcomes

1. A clear and common understanding has been developed among the partners and the relevant staff members of SCI on the framework of organizational capacity and the purpose, process, and method/tools of IAOCA in Capacity Assessment and Capacity Strengthening Planning.
2. Internal Organizational Development teams have been developed and established in the six NGOs with specific ToR that clarifies roles and responsibilities of the teams in the process of Capacity Assessment and Capacity Strengthening. The Organizational Development teams are now expected to remain with the organizations and act as the 'Change Agents' by coordinating and institutionalizing all capacity strengthening interventions.

3. Under the leadership of respective Organizational Development teams, the NGOs have become involved in the process of benchmarking current organizational capacities of and setting direction and strategies for strengthening organizational capacities (Reports are attached as annex)
4. Top management of the partner NGOs gathered information regarding the organizational strengths and weaknesses from the perspective of the key influential actors i.e. employees, board members, development partners (DPs) and beneficiaries. On the other hand, the staff members of respective NGOs gained comprehensive understanding of how their organizations work and what are the areas of improvement, while appreciating the existing good practices.
5. Though initiated with an assessment objective, IAOCA has evolved into an integrated Capacity Strengthening process that entails envisioning standards of excellence and assessing performance against those standards. Once assessment results were compiled, the respective Organizational Development team members engaged themselves in rigorous analysis of results, reflection, and the identification of action steps. The iterative nature of IAOCA promoted continuous organizational improvement and modelled a process of organizational learning. It has established a set of standard practices before all the individuals (regardless of their levels of responsibilities) within the organizations as well, and set a direction for their professional improvement.

The capacity strengthening plan is developed to make best use of partner's own resources and networks. Capacity strengthening support can include a wide-variety of activities, many of which are not costly and can be carried out by the partner itself.



6. The initiative has projected the image of SCI among its partners as of a “real partner” instead of typical “grant manager” or “boss of the local NGOs”. While appreciating SCI’s support, they realized that, rather than something done by donors and outside actors like SCI to the local organizations, Capacity Strengthening is an internally driven process, taking place from within by the people in the organization.
7. Success of IAOCA at the levels of the individual organizations encouraged the partner NGOs to propose for and formation of an informal “peer network”. This has brought an enormous opportunity for their engagement in strengthening each other’s capacity, collaborative skills and relationships to do more than what they could do individually for the children in Bangladesh.

Major Lessons

Based on the experiences, the team has found that the IAOCA works best when:

1. partner NGOs trust that the assessment will not affect their grants with the SCI and engage in the exercise for their own benefits (and not as a funding requirement);
2. the partner’s leadership realizes values in and benefits from the process, and is ready for an honest dialogue with the staff members, board members, beneficiary and the DPs regarding the capacity of the NGO;
3. top management of the partner makes effective communication with all the contributors, prior to the process, to assure them that information provided will be used to bring meaningful change within the organization;
4. the partner organization has sufficient time and resources to invest on OCA, and has joint agreement between the board and the management to initiate organizational capacity strengthening program, and the partner is truly committed to participating in the OCA process;
5. the process offers participants an open forum, where they can share their individual perspectives in a candid manner and can reflect analytically on their perception regarding the prevailing capacities of the NGO;
6. SCI staff (from partnership unit and respective program) understand the guiding values and principles of the IAOCA, have trust on and respect for the partner and are ready to support both the facilitator and the partner in the entire process;
7. SCI staff really use OCA findings for learning and information while making other capacity building initiatives, instead of putting the results on a database, or filing the report without further follow-up; and
8. the process is started with the partners, only after securing availability of resources with SCI to support follow-up capacity strengthening activities – for avoiding burnout of ideas and real interests generated among the partners during the process.

Re-DOSA: Process of assessing their capacities

All the 6 partners, who had been involved with the process in 2014, have undergone the process of assessing their capacities in 2015, after implementation of respective CSPs for one year. Rapid DOSA has been used by RDRS, SEEP and VERC. In case of BTS and DORP, a Discussion-Oriented Self-Assessment method has been used to minimize the gaps between the previous and the present OCA frameworks. A similar method was also used by DNS in doing the review exercise.

The Re-DOSA involved first a reinforcement of each internal Organizational Development teams' understanding of the process and techniques of Capacity Assessment and Capacity Strengthening. Subsequently, the teams led the process of reviewing their organizational capacities in 2015 in the areas which they prioritized in 2014 for improvement, considering the findings of 2014 as the baseline.

2.4 Capacity Strengthening for Partners

Strengthening long-term capacities to ensure children's rights is the central to both our Theory of Change and our partnership principles. Different types of partnership call for different levels of engagement in capacity strengthening. Save the Children in Bangladesh supports our project partners' in strengthening their capacities primarily at a programmatic and administrative level to ensure the capacities needed to implement joint programs. In addition, we support our strategic partners and networks at a holistic level to support the development of strong institutions and systems working for children's rights and well-being.

A series of capacity building initiatives were taken by Partnership unit in collaboration with others sectors. Partner staffs were supported in different areas, components, tools, process etc. In addition to the stand alone support provided based on capacity strengthening plans, general trainings were also provided. The following table shows a further breakdown of the number of staff covered by trainings in 2015.



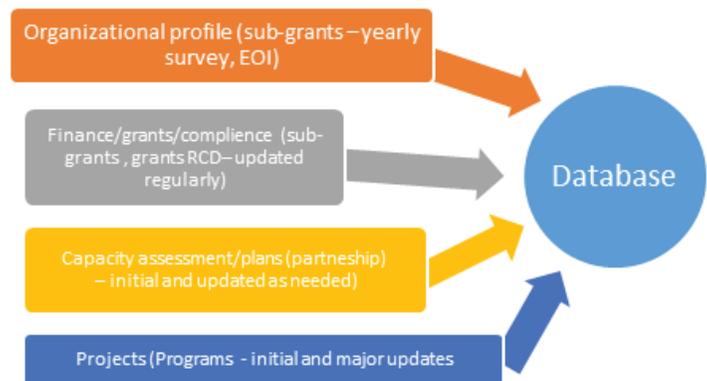
Training	No partner	No of Participants
Financial Management Training for Partner NGOs'	26	26
Training on Procurement Management System	26	26
Performance Management Best Practices workshop	28	32
Training on Monitoring, Evaluation, Accountability and Learning (MEAL)	11	22

Objective-3: IMPROVE MONITORING, EVALUATION ACCOUNTABILITY AND LEARNING IN PARTNERSHIPS

3.1 Partner Database Development

There are many challenges in the Bangladesh country program, where we often have multiple partnerships with the same organization implemented by different thematic sections, and where one program may be discontinuing a partnership while another one is starting one up. Such as below:

- Over 65 partner implementing over 70% of our budget
- The Partnership Unit maintains some partner information, but this is not shared/used by programs
- Many projects working with same partners, but little coordination or knowledge sharing
- Lack of coordination in partner selection
- Tendency to see cooperation from project perspective, but ignore larger “partner perspective”
- Lack of overview of partnership portfolio



Keeping all these in mind, SCI has taken initiative to develop a partner database. The issue to be solved is to manage and deliver consistent information across the organization. This is to be achieved through designing and maintaining a common database by the partnership team in collaboration with RCD, MEAL and Program team.

The Partnership Unit has led in the development process of the partnership database and coordinated and engaged with programs and support sectors (ICT, RCD and Program teams). The initial components of the database have been developed and piloted in 2015 and the database will be rolled out in first half of 2016.

3.2 Focal Person Assigned for Each Partner

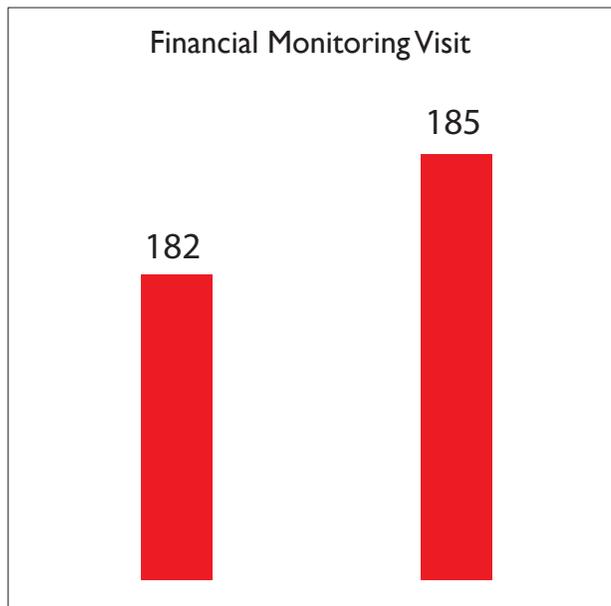
A mechanism for review is established and partner wise focal point has been fixed. They are coordinating actions through one point, and will provide mutual support to partners.

3.3 Revise Monitoring Checklist and Partner Financial Monitoring

The existing monitoring checklist has been revised and adapted specific context of the SCI capacity assessment framework. Regular financial monitoring is carried out according to an agreed upon schedule, and monitoring reports are shared with partners as well. This year as per approved monitoring plan 185 visits take place amongst the partners.

Regular financial monitoring is taking place by Save the Children. This financial monitoring is very much helpful for our capacity building. We believe that our finance staff member's capacity is increased now through the regular monitoring system.

*-Uttaran,
Annual Feedback Survey*



3.4 Revise Guidelines for Annual Partnership Review Meetings

According to the Partnership Framework of SCiB, at least once a year Save the Children will conduct an "Annual Review Meeting (ARM)" with each partner individually. The meetings are being held between relevant program staff and project partners, who are responsible for the project. These meetings address recommendations from Annual Partner Feedback Survey and review the overall status of partnership including learning and quality of program delivery. The ARMs will have following objectives for both Partners and SCiB

- a) Review the overall health of the partnership
- b) Provide input to SCiB through follow-up on recommendations of Annual Partner Feedback Survey
- c) Ensure follow-up on recent programmatic and financial reviews
- d) Share overall challenges, risks and opportunities in program implementation

In the year 2015, Partnership unit conducted 14 ARM with implementing partners of different thematic sectors. The organizations are BDSC, CDD, CODEC, Mamata, BBF, AAS, OWDEB, MSS, PHD, Shimantik, KKS, Nari Maitree, SMS and ASD.

3.5 Comprehensive Annual Review meetings for high risk partners

The Combined Partnership Review promotes dialogues between SCI and partners, and brings out the good practices and challenges in programmatic and operational areas. In this process, a broader review of a partner is conducted by a team of SC staff from different themes and departments ensuring that partners implementing multiple programs have joint review and an opportunity for dialogue on overall partnership issues. The process of Combined Review identifies specific areas of strength and areas for improvement, which led to develop Capacity Strengthening plan for the organization. Below are the objectives of this review;

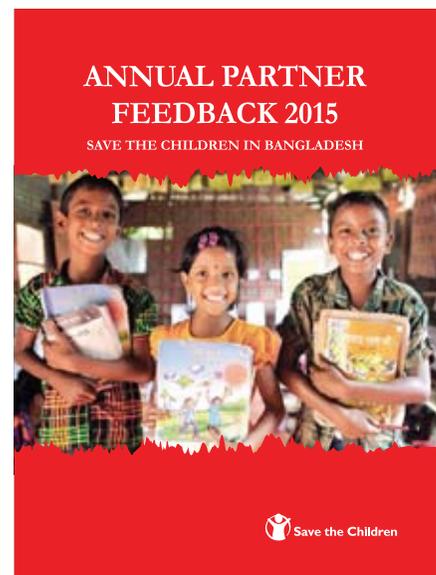
- Conduct coordinated and holistic organizational monitoring
- Review capacity strengthening plans
- Review partnership relations and discuss areas for improvement
- Ensure donor and SC's compliance areas are fully met

In 2015, SCI covered six organizations under combined review and the organizations are; CSID, DSK, RIC, CPD, BWHC and MAB. These organizations are selected from thematic sectors based on risk category.

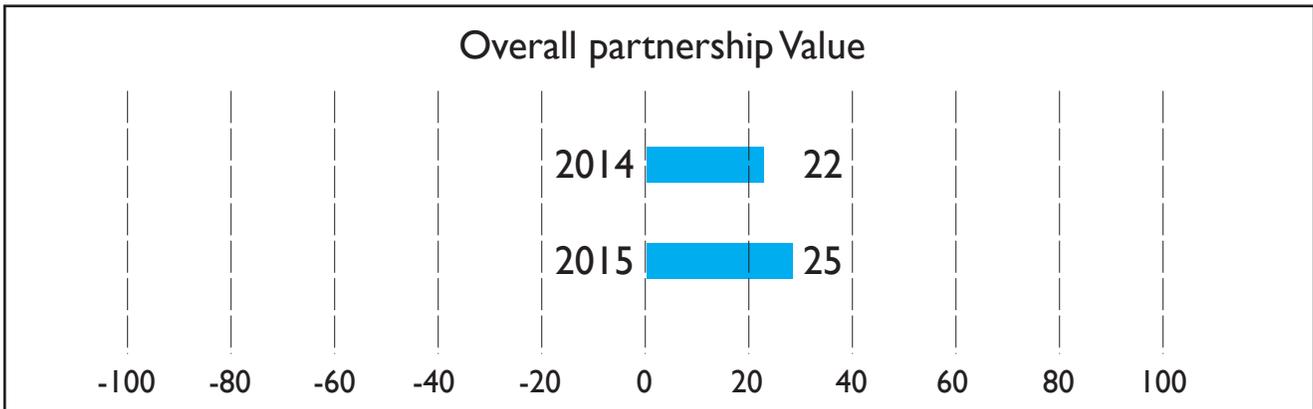
3.6 Partner Feedback Survey

Regular feedback from our partners is crucial to Save the Children's approach to partnerships. The feedback mechanism ensures quality and learning in our collaboration, but the feedback also ensure that we live up to our principles in the relationships we have with our partners and with the children and communities we are working together to support.

Partners are asked to complete a Partner Feedback Survey once a year. The survey is developed provides quantifiable scores over time to allow the Country Office to track how our partners rate our partnership practices. Annual Partner Feedback survey is an important opportunity to provide feedback on what is working well and what needs further improvement in our partnership. The questions encompass areas around financial support, non-financial support (i.e. capacity strengthening), relationship and communication and monitoring, evaluation, accountability and learning.



Forty five partners in total participated in this online survey and gave their feedbacks in four aspects of their partnership with Save the Children including Funding, Organizational Capacity Building, Partnership Design and Communication, and MEAL activities. The overall value partners received from partnership with SCI in 2015 has increased to 25 net promoter score¹ from 22 in 2014.



3.7 Form Ombudsman of SCiBD on Partnerships

Accountability to partners is supported through a Partner Ombudsman in the Risk and Compliance Department. Bangladesh Country office appointed an Ombudsperson and SMT approved its ToR. This Ombudsperson ensures that partners have a complaints mechanism to address issues that arise with the programs or Partnership Unit.



¹The Net Promoter Score is an index ranging from -100 to 100 that measures the willingness of customers/ partners to recommend a company’s products or services to others. Any score above 0 is considered good, and above 50 is considered very well.



Objective-4: INCREASE PARTNER'S PARTICIPATION IN SAVE THE CHILDREN'S STRATEGY DEVELOPMENT AND PROGRAM DESIGN

4.1 Guideline on Sector Partner Meetings

The Bangladesh Partnership Framework requires each sector to arrange annual meetings with strategic partners and other stakeholders to ensure knowledge sharing and strategic discussions within thematic areas. The meetings are proposed to be part of the sectoral Program Learning Group meetings.

A guideline has been developed on how involving partners in program learning group meetings. However, these meetings were not held systematically in 2015.



4.2 Partner's Engagement in Development of New Strategic Plan

The principles of mutual benefit and empowering partnerships mean that our partnerships should be two-way streets. Our partners can play an important role in providing input to program design, strategic planning and organizational development based on their experiences and knowledge of technical areas, constituents' needs and the country context.

SCiBD hosted a Partner Conference and Country Consultative Group (CCG) meeting on 15 April 2015 in the process of developing a Country Strategy Plan (CSP) for the period 2016-2018. The key ambition of the consultation was to create a forum for sharing experiences between partners, discussing global and country trends, as well as Save the Children's Country Strategy and global initiatives.

Partnership issues feature prominently in the final Country Strategic Plan for SCiB. Each thematic sector has specific strategy recommendations regarding partnership development in its Theory of Change. In addition the Country Strategy includes a non-thematic area on partnership with three objectives relating to a) the development of strategic partnerships, b) ensuring CO level capacity for quality partnerships and c) developing a regional community practice around partnership. The work around operational platform strengthening is also envisioned primarily in terms of strengthening partners' operational platforms.



Objective-5: ENSURE THAT SAVE THE CHILDREN HAS APPROPRIATE RESOURCES, TECHNICAL SKILLS, AND STRUCTURES TO SUPPORT THE FRAMEWORK

5.1 Partnership Development Included in Performance Planning

In order to facilitate Partnership issues, cut across program and support sectors, and require a high level of coordination, if we are to ensure quality relationships. Our partners implemented over 70% of the program budget and accordingly it required quality partnership and our successes are based on how we work together with partners. Keeping that in mind, we request to programs to include partnership development in their work plans for 2015. It has been observed that Partnership development – both in aspects of program implementation and strategic issues – is often overlooked in our daily work because it is a cross-cutting activity, yet high quality partnerships are crucial to the success of our programs. Performance plans provide a great tool for ensuring that our commitment to mutually beneficial partnerships is not forgotten.

5.2 Strategic Discussion with ESMT on Partnership Framework

A Strategic discussion with ESMT on Partnership Framework was held on 15 February 2015. The meeting took place to discuss the roll-out of the Partnership Framework including a refresher on key aspects on the framework, findings from the latest Partner Survey and proposed follow up, presentation of planned activities for 2015 and roles and responsibilities of ESMT members and related teams.

5.3 Champion Network on Partnerships (CNP) at SCiBD

Bangladesh Country Office has successfully established its partnership framework and has created a momentum for roll-out the framework. A Partnership Working Group (PWG) at the Country Office has successfully been established. The PWG has effectively been facilitating coordination and planning on partnership issues in the country office, and has overall responsibility for taking forward the Partnership Action Plan.

The PWG is currently functioning at the management level, but partnership staff working in programs including key positions such as partnership managers, do not have a forum where they can develop their technical and personal skills within partnership management. Therefore a platform or a network is needed which can facilitate the discussion and share learning and information including specific challenges, strategic issues for mutual support and capacity enhancement. In order to advance the partnership issues a Champion Network for Partnerships (CNP) at SCiBD has been established and formed, which will be a knowledge-hub on partnership.

Partnership Champion Network will provide a new model for connecting champions, who bring the voices of people with the spirit of learning, knowledge and learning sharing and partnership issues. Many partnership champions around the Bangladesh Country Office are interested in exchanging views and learning among peers and partners in an effective way. Therefore, this knowledge-hub is expected to play very important role for successful knowledge and learning exchange.

5.4 Staff Training on Partnership Management

Strategic Partnership, a two and half days' training course on Strategic Partnership Management was conducted from May 31st to June 2nd. Senior level program staffs of Bangladesh Country Office participated in the training, and the training helped them enhance their knowledge, understanding and skills to collaborate effectively. In this training, one participant from Nepal and another from Myanmar also participated.

The training included contents on global and national trends, the Partnership Framework, best practices within partnership development and also time to review of partnership work in their sectors and programs. This was a great opportunity to bring together Bangladesh CO and other COs staffs and to reflect their partnership works on what they can do to improve it, not least in the light of the new strategy.

Operational Partnership, a two day's training course on Operational Management was conducted on 3-4 November 2015. The training focused on Operational Management issues such as how they can apply Save the Children's 'Partnership Principles' in their work with partners, use the Partnership Framework for managing each stage of the partnership process and strengthening Save the Children's relationships with its partners and described key compliance requirements in partnership management. This training also focus on monitoring, coaching and day to day management issues related with partners, the implantation of Partnership Framework, best practices within partnership development and tips on working with government partners.



5.5 Brown Bag Session on Partnership Management

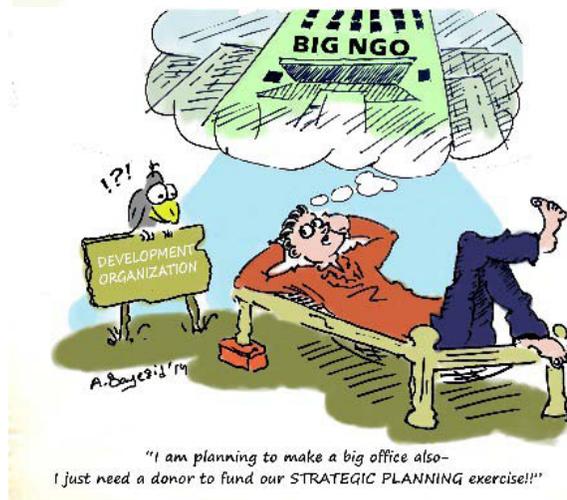
The Brown Bag Session on “Sustaining impact through Partnerships” helps us understand the potential of outcome mapping towards achieving sustainability and strategic partnerships. The Partnership unit and Sponsorship program jointly conducted OUTCOME MAPPING on Sustainability and Strategic Partnerships in ECCD program component in Maherpur. The Session was focused on:

- What is outcome mapping?
- Identifying and working with strategic partners
- Strategies for supporting change in key actors and institutions
- Results are measured in terms of the changes in behaviour, actions or relationships that can be influenced by the program.

The session was held on 14 December 2015, and around 50 participants attended the session. The key speakers were Hosnara Khondker and Rahmat Ullah Bhuiyan, and open discussion was facilitated by Tim Whyte.

5.6 Develop Communication Materials on Partnership

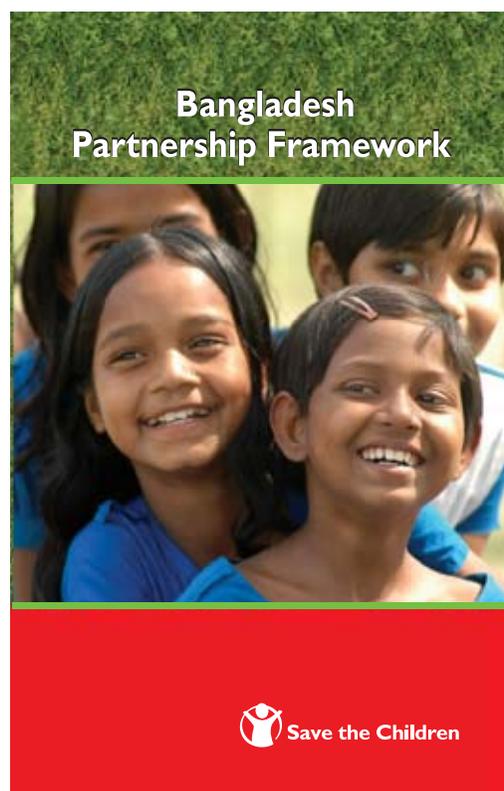
The partnership team developed posters on partnership for training use with thought provoking cartoons.



5.7 Print the Bangladesh Partnership Framework

Bangladesh Country Office Partnership Team – developed and published Bangladesh Partnership Framework. The Partnership Framework provides guidance for program and support staff on developing and supporting quality partnerships. The Framework will help ensure that we have a common approach to partnership across the Country Program. It covers definitions of partnership, including both strategic and project partnerships, Partnership Principles, Essential Standards, the partnership management cycle, and related tools and reference materials. English and Bangla version Bangladesh Partnership Framework is available in both print and electronic editions. The limited copies print edition is disseminated to every sector in the country office. The electronic edition is also available:

<https://onenet.savethechildren.net/wherewework/Asia/sca/bgd/News/Pages/Bangladesh-Partnership-Framework.aspx>.



Our partnership framework and strong partner relations (and a large number of strong national NGOs) positions us to support constructive cooperation and engagement between civil society and government to promote quality and accountability in government services/programs

Ongoing Gap Areas and Challenges

- Integrating funding for partnership management and capacity strengthening into proposal development
- Strengthening coordination between programs and partnership unit
- Involving partners more in strategy and program design
- Moving beyond project partnerships and operations to strategic partnership development
- Ensuring broad adoption across CO – "the new normal"
- Engaging SC members in our Partnership Framework and Country Strategy to ensure coordination in program design, funding and TA



Country level strategic objectives and focus

- Non-thematic Strategy to maximize contribution to breakthroughs
- We have three partnership Objectives to contributing our breakthroughs
- Over 70% of our program budget is implemented by partners, which means that strengthening our operational Platform is really about strengthening the OPS Platform of our Partners

Overview of 2016-2018 strategic focus on Partnership



Annex: Bangladesh Partnership Action Plan 2015

SL	Objective and activities	Responsible	Timeline				Status	Target
			2015					
			Q1	Q2	Q3	Q4		
1	1. Support the development of long-term strategic partnerships	Tim/Rahmat					BASELINE: - irregular use of scoping to identify strategic partners in program design - 1 formal strategic MOU and many informal agreements - 25% of new programs use scoping to identify strategic partners in program design - each sector has 2-3 strategic partnerships	
1.1	Guidelines on stakeholder analysis	PWG (Tim, Hagar, Rakesh)						
1.2	PCG/ESMT meeting on stakeholder analysis in program design	Sharon/Tim/Rahmat						
1.3	Lessons learned event on partnering with government	PWG (Sharon, Hagar, Tim)				Shifted to 2016 plan		
2	2. Improve capacity strengthening in partnerships	Rahmat					BASELINE: - Lack of overview of capacity strengthening activities have been carried out - lack of follow up on partnership assessments - baseline document on capacity assessments and needs from all partners - at least 20 partners document capacity improvements by 2016	
2.1	Revise Partnership Assessment Tool	Rahmat/Saiful						
2.2	Create form for tracking capacity strengthening progress across partnerships	Rahmat/Saiful						
2.3	Review Organizational Assessment tool	Rahmat/PRIP						
2.4	Joint action plans with sectors to follow up on capacity assessment plans from 2014	Rahmat/PRIP						
2.5	Follow up 1 day DOSA for 6 partners assessed in 2014	Rahmat/PRIP						
2.6	360 degree assessments for 6 strategic partner organizations	Rahmat/PRIP/Sazia/Saiful						
2.8	Plan for Capacity Strengthening activities	Rahmat/PRIP/Sazia/Saiful						
2.9	5 general trainings for partners Based on the needs	PWG and support sections						
2.10	Partner visits on best practices	Rahmat/Program						
2.11	Partner peer group on IT and finance	PWG (Nazat)						
2.12	Need based capacity strengthening support	Partnership Team						

3	3. Improve monitoring, evaluation, accountability and learning in Shantanu					BASELINE: - Partner Feedback survey conducted in 2014 - Annual review meetings held with 4 partners - No ombudsman committee	- Partner database operational - Annual partnership review meetings carried out with all partners - Partner feedback survey and follow up actions carried out - Ombudsman committee formed
3.1	Partner database development						
3.2	Partner database data entry						
3.3	Orientation on database for staff						
3.4	Focal person assigned for each partner						
3.5	Revise monitoring checklist						
3.6	Review of experience in pilot phase of Annual Partnership Meetings						
3.7	Revise Guidelines for Annual Partnership Review Meetings						
3.8	Annual Partnership Review meetings						
3.9	6 Comprehensive Annual Review meetings for high risk partners						
3.10	Follow up on 2014 Feedback survey						
3.12	Conduct 2015 Feedback survey						
3.13	Form Ombudsman Committee						
4	4. Increase partner's participation in Save the Children's strategy development and program design					BASELINE - no partner involvement in sector or CO strategy - uneven involvement in program design	- partner meetings in each sector and at CO level provide input to strategy development
4.1	Guideline on sector partner meetings						
4.2	Success stories on involving partners in program design						
4.3	Sector partner meetings						
4.4	Plan for partners engagement in development of new strategic plan						
4.5	Partner Conference						



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