

Bangladesh Partnership Framework



Save the Children

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Foreword

The success of Save the Children in creating results for children depends on our ability to cooperate with other actors. Strong partnerships with a broad range of actors can improve the reach, quality and sustainability of our programs, the perception of Save the Children locally and nationally, and our opportunities for learning and developing.

Every one of our more than 140 projects in Bangladesh involves working directly or indirectly with other actors, whether it is national or local government, research institutions, NGOs, private businesses, media, local schools, child clubs or other types of organizations. Getting this cooperation right can make the difference between a short-term project and a sustainable intervention at scale that improves the lives of children for generations to come.

Save the Children is known nationally for the scope of our programs and the results we create for children, but we also want to be known as an empowering partner for other organizations and institutions. In an increasingly complex and competitive development field, we want to be the partner-of-choice for top-tier organizations, government and professionals, to be known for adding value and sharing credit, in addition to delivering results.

This type of partnership approach involves cooperation on delivering programs, but crucially also in designing them and in sharing knowledge and learning. We want to move beyond a traditional model of sub-contracting development interventions, and invite partners to innovate, share ideas and generate evidence and learning.

The Partnership Framework lays out our vision, strategy and tools to establishing this new partnership approach. It should be read by all Save the Children staff who work with partners – which is most of our staff today – and by our partners and supporters. I hope that you will use this document to further improve our cooperation and keep us accountable to each other and to the children for whom we are working.

Michael McGrath
Country Director



1.1 Background

Partnerships are not new to Save the Children in Bangladesh. Save the Children has been implementing many of our programs in cooperation with national partners for decades through a diverse set of modalities and approaches. Today, over 70% of our program budget is implemented by local partners, which makes our programs in Bangladesh far more partnership-based than those of many other countries where Save the Children works. This situation creates unique challenges and opportunities. Following our unification into one Save the Children Country Program in 2012, voices from both SCI staff and partners have increasingly called for a common approach to partnerships across the country program. Responding to this, the Country Strategic Plan for 2013-15 recommended creating a Partnership Framework for the country program, to ensure that we consistently live up to our partnership principles and that we benefit and develop synergies from the wealth of knowledge and experience in our many partnerships.

The Partnership Framework has been developed to provide this common approach. It has been formulated through an extended process of dialogue and consultations with partner representatives and SCI staff starting in October 2013, including a review of relevant global SCI standards and documents, surveys of partners and technical directors, a partnership mapping workshop, individual interviews with key stakeholders, and a series of four consultation meetings. The Framework was approved by the Senior Management Team in June, 2014 and will be rolled out through the individual sectors and programs and through joint staff training from August 2014.

1.2 Purpose of the Framework

Save the Children and its partners in Bangladesh will be known nationally for our rich and innovative partnerships,

supporting evidence-based, quality programs, as well as high standards within accountability and governance.

The Partnership Framework supports this goal by establishing a common approach to partnerships across the sectors and programs.

The specific objectives are to:

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

The framework consists of a policy and a set of tools and reference materials in the annex. Throughout the policy, each section provides references to the relevant tools in the annex.¹ In addition, a timeframe for implementation of the Partnership Framework is also included in the annex.

1.3 Save the Children's Partnership Approach

Save the Children's Theory of Change states: "We build partnerships: collaborate with children, civil society organisations, communities, governments and the private sector to share knowledge, influence others and build capacity to ensure children's rights are met." By placing partnerships at the center of our Theory of Change, we are promoting partnerships both as an approach to change in and of itself and as a key ingredient in ensuring the success of the other elements of the Theory of Change. Thus partnerships play a role in terms of how we want to:

We will...



- be the innovator – by building on our partner's innovations and sharing ours with them
- be the voice – by supporting the development of long-term, sustainable and independent voices for children where we work
- and achieve results at scale – by working with partners and thus expanding our scope in size and in time (after our own programs are finished)

1.3.1 Partnership Principles

SCI has developed a set of global Partnership Principles to guide the way in which we work with partners. These broad principles inform the Bangladesh Partnership Framework:

Value-driven and Empowering relationships, implying aligned values, mutual respect and recognition of respective contributions and potential.

Transparency and Accountability imply that openness and honesty in working relationships are pre-conditions of trust. Only with transparent working and information sharing will a partnership be accountable to its stakeholders.

Mutual Benefit means that those expected to contribute to the partnership should also derive added value from it, in addition to bringing about changes for children. Only in this way will the partnership ensure the continuing commitment of partners and therefore be sustainable.

1.3.2 Essential Standards

In addition to the broad principles above, Save the Children has identified some standards for partnership that are part of the Essential Standards, which all Country Programs must ensure. These involve use for standard agreement formats, regular financial and program monitoring, effective MEAL systems, and regular meetings with partners (see full text in annex). The Partnership framework ensures compliance with these standards as well adapting the overall approach to the Bangladesh country context.

1.4 Country context in Bangladesh

Bangladesh is undergoing a period of rapid transformation. The economy is growing driven especially by remittances and export-based industries. The country has made remarkable progress towards achieving the Millennium Development Goals, with significant reductions to poverty and maternal mortality rates and improved access to education for girls. Bangladesh actually outperforms neighboring India in terms of many Human Development Indicators, despite India being far wealthier in GDP terms. The progress in human development has been driven forward partly by government investments and programs and partly by a vibrant NGO sector that delivers services to the poor within education and income-generation on a very large scale. The country has also enjoyed significant donor support to development programs.

However, while development actors, including Save the Children and its partners, can point to impressive progress in a number of areas where they have been working, the coming decade is likely to bring significant changes

NOTE: *The Annex is intended as a “living” folder, containing tools which can be updated and added to. Some of these tools already exist, but are not compiled in one place, others will be developed or revised as part of the finalization of the Framework in 2014. The status of the tools is indicated in the annex: to be developed (TBD) and to be revised (TBR)*

to the overall aid frameworks and require changes to approaches and forms of cooperation. Bangladesh is on the way to becoming a middle income country, which will have an impact on funding sources for development activities for SCI and its partners, both in terms of reducing traditional aid flows, but also opening new opportunities for corporate and local fundraising. Furthermore there will be an expectation and opportunity for the Government of Bangladesh, which currently has one of the lowest tax-to-GDP rates in the world, to play a larger role in financing services for children and increase its accountability in the face of growing inequality.

Save the Children faces a number of challenges and opportunities in this context, which we need to consider in our approach to partnerships:

- Save the Children has a unique role in Bangladesh, as the largest INGO in the country. With significant investments across a number of sectors, a wealth of experience, and cooperation with a wide range of government and non-government partners, we have an opportunity to facilitate change beyond the implementation of specific programs. By analyzing the institutional landscape, and strategically choosing program partners, allies and networks, we can strengthen key institutions and whole sectors (see sections on developing partnerships and capacity strengthening)
- Working with increasingly strong civil society partners in a rapidly changing country context will pose challenges to traditional partnership relations and place new demands on Save the Children's role as a partner and development actor in Bangladesh. Some of our civil society partners, for example, will increasingly be applying directly for donor funding and if they look to Save the Children as a partner, it will be as a technical partner who can add value to their work, rather than as a funding source. Save the Children will strive to adapt its role to these changing circumstances by involving our strategic partners regularly in reviewing and developing our programs and strategies (see section on involving partners in programs and strategies.)
- As overall funding for development cooperation shrinks, there is likely to be increased competition for the funding that remains. Save

the Children will demonstrate proven quality programs and an ability to add value to key national stakeholders by ensuring high-quality documentation and shared learning in our partnerships (see section on MEAL).

- As the expectation that the government is able to finance and deliver key services grows, a key issue will be the accountability gap that remains between government and the population in many sectors where we work. Save the Children will model accountability structures within our own programs with partners to improve on program quality, strengthen community engagement and promote accountability culture in Bangladesh (see section on MEAL).



Save the Children defines Partnership as a long-term relationship between two or more organizations/institutions with a mutually-agreed set of principles and accountabilities, working towards defined objectives that facilitate lasting change for children.

Save the Children aims to work in partnerships and strengthen local capacity in situations of long term development as well as in contexts of emergencies and transition.

2.1 Types of partners

The country program has a wide-range of partners ranging from government ministries to child-led organizations. The following table shows the main types of partners we work with and key incentives for cooperation.

Type	Incentives for cooperation
Civil Society	Bangladesh has a strong and vibrant civil society, including community groups, faith-based organizations, trade unions, professional associations and informal networks and groups. Formalized development CSOs (known mostly as NGOs) have played a significant role in helping tackle the monumental economic, social and humanitarian challenges in the decades following the country's independence in 1971. Some have since then become globally known for their innovations and reach in tackling poverty. The strong presence of CSO is apparent also in our program. CSO partners directly implement two-thirds of our program budget. Some of these organizations are well-established national-level organizations, with a wide range of partners and donors, providing services to poor people on a significant scale. Others are smaller and more

specialized organizations working on particular themes. Most of our partners have been with us for 4 or more years and more than half are implementing two or more SC projects at the same time.

Much of our cooperation with CSOs is carried out to ensure poor children and families' access to services, either directly or in cooperation with government, but we also work together to support humanitarian work and advocacy. Bangladesh is prone to natural disasters, and civil society partners, from national NGOs to community-based organizations, are a crucial part of first phase emergency response.

We have long supported the development of strong national voices for children's rights on issues such as child labor, sexual abuse, access to quality education, health and other services and rights to participation.

A crucial sub-group is of Civil Society for Save the Children is child-led initiatives, organizations and movements. Save the Children has a long history of supporting organizations such as the National Children's Task Force, which now has become a well-established national institution in Bangladesh and such partnerships are an important vehicle for ensuring active and innovative avenues for child participation. Another sub-group is community groups, such as School Management Committees, with whom programs develop cooperation to ensure local engagement and long-term sustainability of programs.

A key aspect of our cooperation with CSOs is supporting long-term capacity strengthening, so that our partnerships over time contribute to stronger national organizations. In fact, some of our strongest partners today started as

Save the Children projects, and have since developed into independent organizations and key players within their field in Bangladesh. However, we are concerned not just with individual organizations, but with the supporting sectoral strengthening in the areas we work. The country program has been successful in working with a range of networks and alliances, strengthening capacities between organizations as well as within them.

Government In all contexts, we strive to engage and partner with government institutions, to ensure that we do not end up “replacing” government in delivering services. Government partnerships range from village and district level authorities to national level ministries. These partnerships can either be directly with the government institutions or be based more around collaboration with other stakeholders working with the government to support capacity strengthening and long-term advocacy goals. Often partnerships will be a combination of both direct and indirect cooperation, based on an analysis of how to strengthen the overall sector and the cooperation and accountability between various actors, including the children and communities themselves.

While the Government of Bangladesh has strong technical capacity in many areas and has achieved significant results, there are also significant challenges to many government programs including uneven quality, limited financing, political instability, high-staff turnover among key staff, and accountability gaps in relation to the children and communities meant to be receiving services. Save the Children has relevant experience working with government institutions and supporting sector cooperation and systems strengthening, including in large scale-programs in education and health. This type of collaboration is likely to increase in the future, placing increasing demands on our ability to establish and support

strategic partnerships beyond individual programs.

Research and Policy Institutions

We have good examples of cooperation with universities and research partners in Bangladesh and from other countries, where research has driven forward program agendas in for example health and education or supported the incorporation of child rights issues into the curriculum of different disciplines of Bangladeshi universities. These relationships with research institutions are often focused on technical aspects of program delivery, providing input to government policy decisions and generating evidence to validate the quality and impact of our work. As increasing importance is given to the ability to provide and communicate compelling independent evidence of quality and impact, such partnerships will assume greater significance within our work.

Private Sector

Bangladesh has a significant private sector, including the presence of a number of global brands. The country program has engaged in a number of these through CSR-partnerships. As Bangladesh moves towards becoming a middle-income country these types of partnerships will become increasingly important, in terms of providing alternative international sources of funding for development and, potentially, in terms of supporting and tapping into the development of CSR-culture and tradition in the private sector nationally.

Media

We work with media locally, nationally and internationally. Media can convey the quality and impact of our work, act as an accountability mechanism, and shift public and political opinion on the issues on which we advocate. Media are important partners for funding and profile, in particular during emergencies. And in many programs media provides an important means for

supporting campaigning and awareness raising around particular program objectives.

Social media is increasingly important and will challenge us to further improve dialogue with civil society in up our programs and strategies. This contains the potential for new types of partnerships with non-traditional development actors, such as movements, commentators and other more loosely organized stakeholders.

2.2 Types of partnerships

Save the Children works with partners to implement specific programs, but we also work with partners to support broader goals such as advocacy, campaigning, knowledge sharing and communications. Some partnerships are short-term, while others may stretch over decades and involve a series of connected projects. To accommodate this, Save the Children has defined three different types of partnerships: project, strategic and allies/networks. It is important to note, that a given partner can fit within more than one category, i.e. a strategic partner can also be a project partner under one or several programs.

Project

A project-based partnership is short range and may only deal with a single piece of work. A typical example would be a technical or implementing partner in a program. The project partnership is governed by a partner agreement (see annex). Its budgetary implications and competence are clear, and its achievements are measured against the specific objectives of the piece of work. The capacity-strengthening scope is usually limited to ensuring compliance with policies, although it may also include specific technical skills needed to carry out the work. Some project partnerships can be very strategic.

Strategic

A strategic partnership implies a longer-term relationship, working jointly to realize changes for children and realizing their rights in the country. The development of strategic partnerships is one of the ways in which SCI supports the institutional development of strong independent voices for

children in Bangladesh. A strategic partnership is governed by an MOU (in addition to any project-specific partner agreements). It might entail substantial common advocacy and campaigning objectives, on-going investment in capacity strengthening (including of areas beyond the immediate project objectives), or knowledge partnerships to design, evaluate and scale innovative solutions for children. It goes beyond the normal budget cycles and is not primarily defined by a funding relationship. Strategic partners also play a role in helping to provide input to development of the country program and sector strategies.

Allies and Networks

These are less likely to involve grant transfers, and may be based on shared advocacy, campaigning and communications objectives. Save the Children might take a lead or supporting role in such networks and alliances. Examples from our current program are Child Rights Governance Alliance (CRGA), which has been formed by a group of SCI partners with support of the CRG program, or the educational network CAMPE, in which SCI is member. These might include collaboration with both national and international agencies, such as for example UNICEF or Plan. They are also governed by an MOU, which will define the areas of cooperation and roles and responsibilities. Allies and networks are by their nature strategic, but imply a looser form of cooperation than the strategic partnerships.

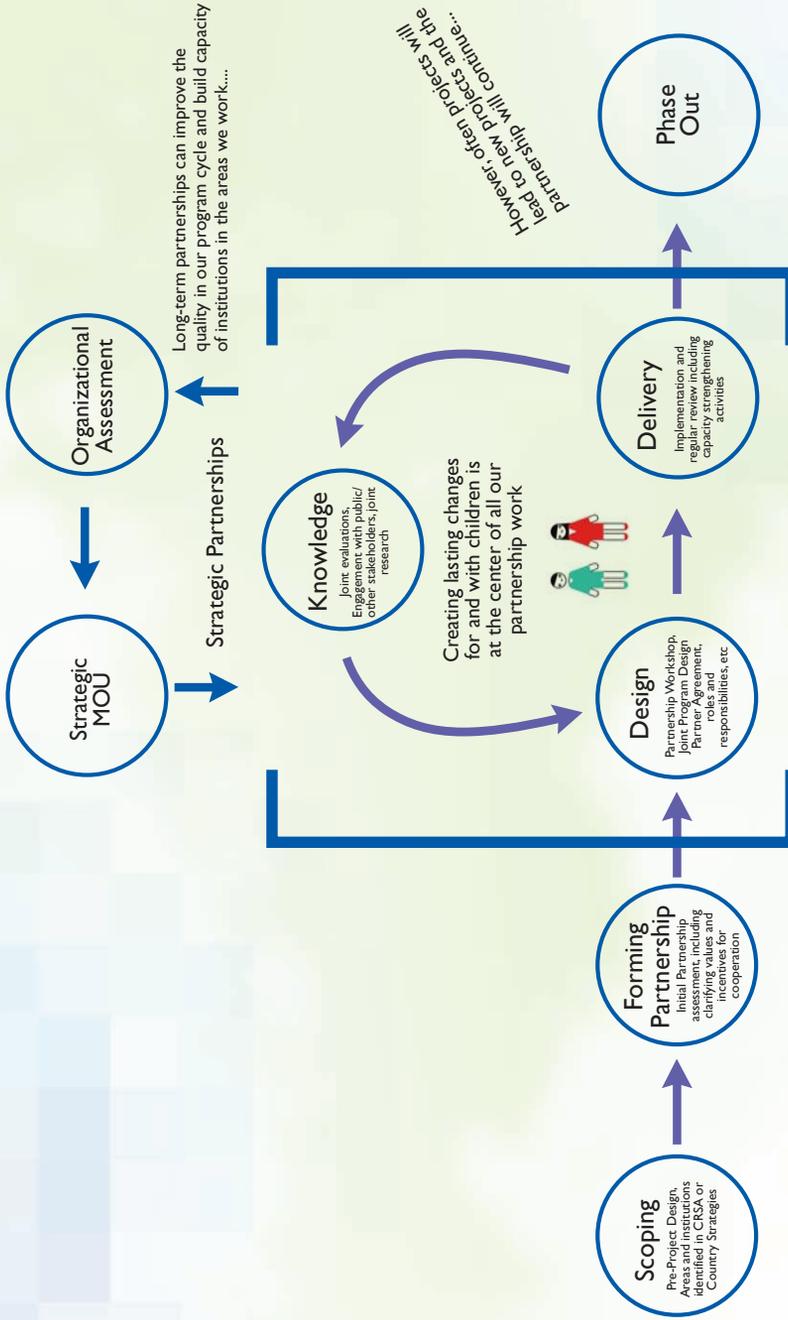


The steps in the partnership cycle will depend on the type of partnership and the program context. At its most basic level, it will involve the following steps:

1. Scoping – initial mapping of institutions and context
2. Forming partnership –partnership assessment and selection
3. Designing the program/cooperation – joint program designand partner agreements
4. Delivery – implementation and ongoing monitoring
5. Phase-out

However, often our partnerships stretch beyond single projects, and involve a number ofconnected projects, as well as learning and capacity strengthening over time. In this case, the steps in the partnership cycle go from Design to Delivery and then to Knowledge, feeding back to a new Design phase (see the diagram below). This process is supported by our focus on MEAL in partnerships and mutual capacity strengthening through strategic partnerships.

An interactive version of the partnership cycle can be seen online here. The different phases of the partnership cycle are described in following pages of the partnership framework.



Save the Children Partnership Process



4.1 Scoping

Regular scoping exercises promote the long-term relevance and sustainability of our programs by ensuring that we are working with the right partners and working strategically with them. The scoping exercises identify relevant development actors (ie government institutions, schools, CSOs, etc), their role and current gaps in terms of ensuring children’s wellbeing and rights. This “pre-project” institutional context analysis informs sectors and programs as they design projects, select strategic partners and plan capacity strengthening.

Scoping takes place at the country, sector and program level. At the country program level, the Country Office regularly undertakes strategic scoping exercises as part of the Country Strategic Plan and the Child Rights Situation Analysis. A key question is “A generation from now, what would be the role that this actor should ideally be undertaking in relation to children and their rights, given our particular country environment, and how should they be interacting with each other?”² These overall exercises should provide guidance on the selection of strategic partners, allies and networks, as well as provide background analysis for the more detailed and specific scoping exercises that are carried out as part of program design. (For guidance on how to analyze key actors, see the CRGA Guideline.)

At the sector and program level, scoping exercises are carried out formally, through landscape scanning and studies done as part of regular programming, as well as informally, through for example networking and public meetings, such as Program Learning Group Meetings (see below). It is important that Sectors prioritize regular scoping exercises within their field – and use opportunities that arise for doing this – so they are well prepared for program development, where time constraints often limit the amount of time that can be spent on this important phase.

4.2 Forming partnerships – initial assessment and selection

After the scoping, the next phase is the assessment and selection of partners. In general, Save the Children strives to select partners early in the program development process to allow them to participate meaningfully in program design.

4.2.1 Identification and selection procedures

The exact process for identification and selection will vary depending on the program context, pre-existing cooperation and specific donor requirements. The Partner Selection Checklist (see annex) provides guidance on steps to follow in different scenarios. The goal of partner selection is to find the best match for strategic and program needs considering a wide range of factors. Thus partner selection is different than procurement of goods and services, and need not follow robust competitive process, unless a donor specifically demands this. Overall, the process should be open, transparent and documented as well as efficient and feasible.

4.2.2 Partnership assessment

The Partnership Unit will support 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 purpose is to assess the match between the organization and SCI in relation to a specific project or program. The assessment looks at a) the overall strengths of the organization, b) specific capacities in relation to the program in question, c) capacity to comply with SCI and donor policy and requirements, and d) the match of Save the Children's and the partners incentives for cooperation. If the overall assessment is positive, but there are specific gaps identified, a short-term capacity development plan is formulated to address them. A Partnership Assessment Tool (see annex) guides the assessment and capacity planning, although this can be adapted to the specific context of the partnership. In cases where the organization selected is an existing partner, a programmatic assessment is carried out, whereas the operational aspects are only reviewed again if the previous Partnership Assessment is more than 2 years old. The Partnership Assessment is the basic type of assessment carried out with all partners, whereas the more comprehensive Organizational Self-Assessment is normally only carried out later with strategic partners. However, in certain cases program teams in consultation with partners may decide that organizational self-assessments are relevant and will be supported for project partners as well (see section 6.2 for more on the different types of assessments.)

See *SCI Child Rights Situation Analysis Guideline*



5.1 Program design

Save the Children is committed to involving partners in designing joint programs. The level of involvement will depend on the nature of the partnership – in project partnerships narrowly focused on specific deliverables there will be less involvement, in strategic partnerships there will be more. A key to good partnerships relations in this regard is to be open and transparent about the process from the start and to show a genuine interest in understanding and accommodating partner's priorities. At times external factors such as donor requirements or short time frames can constrain the design process and make it difficult to involve partners fully, in which case Save the Children will inform partners early on about these constraints and seek partner's involvement to the extent possible. In cases where a partner's involvement in design was limited, additional time should be dedicated in the kick-off phase to ensure clarity and agreement on the project.

In a normal process, the two key elements for involving partners in program design are the Partnership Workshop and the Partner Agreement.

5.1.1 Partnership Workshop

A Partnership Workshop is carried out when SCI and a partner have agreed to enter into a partnership together. The workshop ensures thorough consultation on the cooperation that is the basis of the Partner agreement or MOU, as well as reviewing the Partnership Assessment and initial capacity-strengthening plan. The workshop includes a discussion between the partners on the planned activities and results, the exit and sustainability strategy, and the optimal division of roles and responsibilities, taking into account the efficiency, relative strengths and the long-term goal of building partners' capacities.

During this workshop, Save the Children will present its approach to partnership, including the Partnership Principles and the Partnership Framework. The partner will present its approach to working with partners and managing projects, its decision making processes and the ideal relationship between the core organization and the project structure.

The timing of the Partnership Workshop will depend on the context of cooperation and the type of partnership. In the case of a joint program, the workshop can be part of the design phase, or in some cases it may come after the program has been designed and funding secured. In the case of the latter, Save the Children will make an effort to ensure that the partner is included in design to the extent possible through meetings and other planning exercises prior to the workshop.

5.1.2 Agreements

All Partnerships involving a transfer of funds must have a Partner Agreement, signed by both parties. This is the fundamental document that establishes the responsibilities in the partnership, and includes issues such as budget and M&E plans that reflect the design which has been agreed upon. A standard template for this is included in the annex, as well as separate templates for government partnerships, for small community-based organizations and youth groups. In cases of multiple projects, one agreement is made for each project, however it is important to consult previous agreements when making a new one, to ensure alignment of salary costs, etc in different projects with the same partner.

A Strategic Partnership MOU is used for strategic partnerships to outline areas of cooperation and capacity strengthening plans. In cases where there is transfer of funds involved, the standard Partner Agreement will also be required, in addition to the MOU.

5.2 Program delivery

Once the partnership has been developed and the program or other cooperation designed, the key to achieving quality lies in ensuring good delivery. The program team should consider the following key factors:

- Ongoing program and operational monitoring by both partners is central. The approaches for ensuring this are described in MEAL section.
- Accountability mechanisms need to be in place between SCI and partners and as well as between the program and the community. These are also described in MEAL section.
- Capacity strengthening activities are carried out based on plans made in the design phase as well as needs determined along the way in monitoring, reviews and auditing. Approaches to this are described in the capacity strengthening section.
- Internal staff competencies and values play a central role in ensuring smooth delivery and constructive collaboration. This can be supported through performance planning and partnership management training as described in the section on Country Office capacities, and should be ensured not only for staff in program teams, but also in the Partnership Unit, Risk and Compliance and other sectors that have regular interaction with partners.
- Involving the core staff in the partner organizations as well as project staff hired for a particular project is important for ensuring ownership and sustainability of joint programs. Consideration should be given to existing structures in monitoring and capacity strengthening activities by seeking to understand organizational systems and, where relevant, involving appropriate focal people, finance, monitoring, training, procurement teams, etc. Annual Partnership Review meetings can also provide opportunities for regular review of the division of roles and responsibilities in the project.

5.3 Knowledge management

Developing, managing and sharing the knowledge coming out of programs is central to our Theory of Change and to our partnerships. This relates both to the operational level – managing knowledge about specific partner organizations within the large country program we have in Bangladesh – and to the programmatic and strategic level – setting up our partnerships so that they support innovation and evidence-based advocacy.

5.3.1 Learning from our partnerships

Partnerships do not always go smoothly. There are misunderstandings, mistakes and limitations on both sides. A key aspect of good partnership management is being able to learn from and respond to these over time. To facilitate this learning, Save the Children will conduct a yearly Partner Feedback Survey and follow up on this in the individual Annual Partnership Review Meetings (see the MEAL section.)

In addition to this, we will also strengthen the internal learning and knowledge sharing about our partnerships. This is a particular challenge 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. To ensure coordination and knowledge sharing across the country program, the Partnership Unit will set-up and manage a central Partner Database, including information on capacity strengthening plans, organizational monitoring, reviews and audits. The responsible Program and Partnership unit staff will provide a regular assessment on a few key aspects of program delivery and operational management in the database, which can serve to inform decisions on potential future collaboration.

5.3.2 Innovation and evidence from the field

Managing innovation and evidence-based learning in partnerships will be a key focus area for Save the Children in Bangladesh in the coming years. Technology developments within data-collection and analysis means that it is becoming easier to track progress and impact at the field level and aggregate these in real time. It is possible now for example to collect monthly impact data on mobile phones from over 100,000 beneficiaries and aggregate it immediately, as one of our programs is currently doing. The combination of real-time impact data and flexibility in programming, can potentially allow for a new type of “challenge” programming, where partners together define some desired results and then innovate and experiment to get there.

However, using data effectively, turning it into knowledge based on which we can make programming decisions and advocacy, requires

changes in how we design and implement programs and partnerships. In terms of our partnerships, it will require strengthening systems and capacities for looking at data at different levels (ie at the School Management Committee, at the Area Education Office, etc), creating spaces for discussion and decision-making based on the data at these levels, and ensuring flexibility that allows programs to benefit from the opportunity to experiment and innovate based on the data. The section on MEAL contains specific recommendations on this including Program Review and Learning Workshops and real-time impact-level data.

5.4 Children's participation and safe-guarding

Children are at the center of Save the Children's mandate and of our partnerships. We recognize that children are the real experts on their own lives, acting as important change makers for their peers and for the community at large. Therefore wherever relevant and possible we seek to ensure child participation in partnerships in the design, delivery and knowledge phases. Depending on the program context, this can mean partnering directly with child-led organizations or working together with our partners and key local institutions such as schools to involve children in design processes, reviews or implementation. Save the Children has considerable experience with this approach to programming globally as well in Bangladesh, within for example the Child Rights Governance team. In our strategic partnerships we seek to support organizations and institutions that promote and facilitate child participation over the long run.

Organizations that sign a partnership agreement under any program with Save the Children must have a Child Safeguarding policy, that has been shared and agreed upon with Save the Children representatives, or adopt Save the Children's Child Safeguarding policy. Ensuring the safeguarding of children in our programs is a joint responsibility of both Save the Children and our partners, and thus monitoring the implementation and follow up on the policies will form a regular part of program and operational monitoring. Guidance on this is included in the Country Office's Child Safeguarding Strategy and in the relevant monitoring checklists.

5.5 Risks and mitigation

The following table indicates a few of the common risks associated with partnership-based programming and how Save the Children will seek to mitigate them. It is important to note, that although working in partnerships may increase some of these risks, the risks are in fact also present in programs directly implemented by the Save the Children.

Risk	Mitigation measures
Financial mismanagement	<ul style="list-style-type: none"> • Audits by Save the Children’s Risk and Compliance team, based on risk assessments, as well as external audits • Regular operational monitoring and organizational capacity strengthening by Partnership Unit • Support for capacity strengthening of internal audit teams in partner organizations • Selection of partners based on thorough Partnership Assessments and review of previous performance in Partner Database
Insufficient child safe guarding	<ul style="list-style-type: none"> • Following Child Safeguarding Strategy, including regular monitoring of implementation of safeguarding systems with partners
Uneven program quality	<ul style="list-style-type: none"> • Robust, jointly developed MEAL plans which are agreed upon in the Partner Agreement • Third party reviews and/or real-time impact monitoring systems • Financing and support for partners own MEAL systems
Lack of adherence to Partnership Principles and Framework	<ul style="list-style-type: none"> • Management commitment and regular review of progress and constraints by Senior Management Team and Program Coordination Group • Partnership Working Group tasked with regular follow up • Capacity strengthening of Save the Children staff through training on partnership, community of practice and global and country-level materials and tools

Risk	Mitigation measures
	<ul style="list-style-type: none"> • Financing for partnership activities and staff and capacity strengthening activities through mandatory budget lines in programs • Regular feedback from partners in annual Partner Survey

associated with partnership-based programming and how Save the Children will seek to mitigate them. It is important to note, that although working in partnerships may increase some of these risks, the risks are in fact also present in programs directly implemented by the Save the Children.

It is important to note that in dealing with risks and possible violations of agreements, Save the Children staff still must follow the overall Partnership Principles in their work. This means that for example financial monitoring and risk and compliance teams will ensure that they are transparent and accountable in the work, by sharing TOR for investigations and involving partner management to the extent possible in a given situation.



6.1 End of period phase out

Phase out planning should be a part of the initial stage of any partnership, but all too often it is not discussed or prepared for fully. This creates challenges for sustainability and sometimes unspoken and misguided assumptions that partners will somehow carry on after the planned cooperation ends. To avoid this situation, the initial Partnership Workshop should include a thorough discussion of the phase-out strategy, which can inform the program design, including capacity strengthening plans, division of roles and responsibility and sustainability. This strategy, which may involve roles for other partners, should be regularly reviewed in the program review meetings.

Within the final stage of the cooperation, whether or not a new phase is planned, a phase-out meeting should be held with all partners at least 3 months before project end to review plans for sustainability, opportunities for replication, and provide input to any end reviews or evaluations. In addition, this meeting will be used to discuss the end of cooperation requirements, including donor requirements. In the case of project cooperation, the partner agreement lays out a series of obligations and Save the Children will provide written confirmation to the partner of the satisfactory completion, subject to approval of the final financial and narrative reports, disposal of assets, equipment and inventory and fulfillment of other applicable project obligations.

6.2 Early Termination

At times partnerships will be terminated early due external factors, misappropriations, or failure to follow other obligations agreed upon. The Partner Agreement contains clauses and procedures governing early termination. Such terminations often involve conflicts, and Save the Children should therefore seek legal advice before termination, especially

the case large-scale programs with significant funding involved. In general, Save the Children will request a meeting with the partner leadership and be as transparent and open on the reason for termination, unless specific circumstances or legal advice limits this.

If a partnership is terminated due a partner's mismanagement of funds or failure to live up to substantial obligations under a partnership agreement, thorough documentation of the issues involved will be logged in the Partner Database. In cases where the partner is implementing multiple programs with Save the Children, a review of other program cooperation with the partner will be initiated, the relevant donors and members involved in these programs informed, and a decision on whether to continue with the partner in these programs must be approved by the Country Director.

Chapter

7

Relationship between MEAL and partnership



Monitoring, Evaluation, Accountability and Learning (MEAL) are crucial to Save the Children’s approach to partnerships. The MEAL systems ensure quality and learning in our collaboration, but they 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.

The following table shows the basic MEAL systems in partnerships at the organizational and programmatic level for project partners and strategic partners:

	All partners	Strategic partners (additional mechanisms)
Overall	An M&E plan, including roles and responsibilities regarding MEAL, is agreed upon and included in an annex to the Partner Agreement	Expanded MEAL plans are clarified and agreed upon in the Strategic Partner MOU
Between SC and Partners (organizational level)	<p>Monitoring and Evaluation</p> <p>Regular financial/ operational monitoring, including written reports that are shared with partners</p> <p>Monitoring of child-safeguarding systems</p> <p>Accountability Kick-off meetings including an internal communication plan, with schedules and relevant information to be shared</p>	<p>Monitoring and Evaluation</p> <p>Monitoring of capacity strengthening plans are done jointly in review meetings</p> <p>Accountability Annual Partnership Review Meetings, based on MEAL quality standards for partnership</p>

	All partners	Strategic partners (additional mechanisms)
	<p>Annual meetings with partner leadership (at program level for project partners)</p> <p>Feedback mechanisms, where partners rate the partnership yearly Partner ombudsman committee</p> <p>Learning Sharing on basic operational policies (finance, HR, etc), where relevant</p>	<p>Learning Partners participate in Biennial Partners' Meeting and Country Strategic Planning</p>
Between SC/ Partners and communities(programmatic level)	<p>Monitoring and Evaluation Regular program monitoring according agreed upon schedule. Where SC leads monitoring, written reports are shared with partners Real-time impact monitoring used to drive program discussions in partnership, where possible</p> <p>Accountability Accountability structures in programs provide feedback from children and communities to SC and partner Child-safeguarding systems in the community</p> <p>Learning Quarterly Program Review and Learning Workshops, where relevant</p>	<p>Monitoring and Evaluation Joint design of monitoring framework Involve partners – including core partner staff – in monitoring and evaluation</p> <p>Accountability Joint design of accountability framework, including involvement of children where possible Support for partners own accountability structures Accountability exercises with community as part of Annual Partnership Review</p> <p>Learning Sector-based Annual Partners Meeting such as PLG Joint research, where relevant</p>

7.1 MEAL structures between SC and Partners

Kick-off meetings with partners are held for all projects before starting. The kick-off meetings are an important opportunity to clarify expectations

Essential standard 62 Kick-off meetings are held for all projects before starting the implementation of the project activities and include all the relevant stakeholders

regarding key policies and MEAL before the project starts. The kick-off meetings should clarify what partners and Save the Children can expect from each other, including a communications plan with schedules and types of information relevant to partners (reports, overall budgets and strategic plans, etc.) A guideline for kick-off meetings is included in the Annex.

Regular financial and program monitoring is carried out according to an agreed upon schedule. Programs design their own monitoring structures –

Essential standard 59. Partners are visited in the field by program and finance staff according to an agreed schedule, but at least once per year. Visits are documented and findings and recommendations shared with the partner.

Essential standard 60. Partner activity and spend is monitored according to agreed reporting schedules and partner report contents are verified against evidence of program delivery and original documentation.

where possible with partners – which may include partners own monitoring, joint monitoring and monitoring by Save the Children staff. All monitoring visits by Save the Children staff must have written reports that are shared with partners. Save the Children will attempt to ensure that not just project staff, but also representatives from the core partner organization are involved in and aware of monitoring visits. All partner agreements must include an M&E plan in the annex, with a clear indication of the key focal persons within both organizations, who will have oversight responsibilities for projects.

At least once a year, Save the Children will conduct an Annual Review Meeting with each partner individually. For project partners, these meetings can be held with the relevant program staff, who are responsible

Essential standard 6 I. Meetings between SCI and each partner occur at least once per year to conduct a mutual review and share feedback and learning on achievements and ways of working.

for the project. With strategic partners Save the Children will conduct a more comprehensive Annual Partnership Review Meeting to review the overall partnership, capacity strengthening plans, and the Strategic Partnership MOU. In the case of the latter, an SMT member will also join in the debriefing and partnership review part of discussion with the partner. In either case, where the partner is implementing more than project at the same time, the review will combine financial and monitoring visits for all projects to reduce administrative burdens and promote coordination. Guidelines for the review meetings are included in the Annex. The Partnership Unit will assign a focal person for each strategic partner, who will take the lead in coordinating and following up on the Annual Partnership Review Meetings (see section on Roles and Responsibility within the CO.)

Regular feedback from our partners is ensured through two mechanisms related to regular review meetings. Firstly, partners are asked to complete a Partner Feedback Survey once a year. The survey is developed by the SCI global Partnership Working Group and will provide quantifiable scores over time to allow the Country Office to track how our partners rate our partnership practice (see the survey in the annex). In addition, specific issues raised in the survey can be followed up with partners in the Annual Partnership Review Meetings or on an individual basis as needed.

SCI NGO Capacity Strengthening guide. The Three Circle approach is developed by Alan Fowler from INTRAC.

Secondly, qualitative feedback is provided based on the MEAL partnership standards, developed by the Country Office to describe partnership quality in the areas of program design, delivery and knowledge. During the Annual Partnership Review Meeting, each strategic partner and Save the Children will jointly review the partnership in relation to the MEAL standards and provide input to programs and support sections. The Partnership Unit has the responsibility to compile and follow up on the feedback received from the partners with relevant staff.

Lastly, accountability to partners is supported through a Partner Ombudsman Committee in the Risk and Compliance Department. This committee ensures that partners have a complaints mechanism to address issues that arise with the programs or Partnership Unit. The TOR for this committee is included in the annex.

7.2 MEAL between SC/Partners and communities

Regular program monitoring ensures quality programs for the communities which Save the Children and partners serve. The design of the monitoring indicators and systems will depend on the programs, but

Essential standard 57 MEAL Monitoring includes systems which collect, document and respond to the feedback, suggestions and complaints of beneficiaries. Project related information is effectively shared with beneficiaries

Save the Children strives to involve its partners – and where possible the communities themselves – in designing and participating actively in the monitoring. All program monitoring should be documented and the results shared with the partner organization. Where appropriate, programs will make use of quarterly Program Review and Learning Workshops, which bring together program partners to collect, review and verify data, reflect on results and conduct joint action planning (see standard TOR for the PRLW in the annex).

With the advent of new technology such as mobile phones to facilitate data collection and analysis, programs increasingly making use of real-time impact level data in managing projects. An example of this could be beneficiary-level impact data collected on monthly basis by partners in a

program. This type of monitoring system provides a basis for data-driven discussions and decisions about what works in a program and what doesn't. It is crucial that the capacities, roles and responsibilities of both partners are considered when setting up such systems, so that the data facilitates discussion, learning and joint decision making within the partnership. It is also useful to consider how program and partnership design should be adapted to make the best use of such real-time impact level data, for example by allowing partners more flexibility to experiment with different approaches and monitor progress and make changes based on the data. In programs where these types of systems are used, it is recommended to conduct joint MEAL design workshops with all partners involved.

In addition to conducting program monitoring, Save the Children works

Essential standard 59.1 Programme staff ensures effective MEAL systems and appropriate capacity building are in place to achieve the MEAL plans

with strategic partners to help them strengthen MEAL capacity. This is especially important in large-scale programs where the monitoring and evaluation staff are hired as part of the project staff. The design of programs should include a careful consideration of the optimal roles and responsibilities regarding MEAL to balance efficiency, quality and the long-term goal of supporting capacity strengthening of partners. Design should ensure an appropriate role for core partner staff systems (in addition to the partner staff hired for the particular project) where these are present to ensure that the MEAL capacity built up during the program can be sustained in the organization. This may involve providing financial support to shared, core partner functions as part of program agreements.

A key focus area is to work with partners to support and strengthen accountability structures that relate to children and communities. Save the Children will design program accountability structures jointly with strategic partners and ensure the roles and responsibilities are clearly described in Partner Agreements. As partners implement most of our

programs, accountability structures will not work unless the partner leadership and staff feel ownership and commitment to them. Moreover, the larger goal of supporting accountability culture in the country demands that we work holistically with partners beyond our own programs. For this purpose, accountability exercises are also included in our yearly coordinated reviews with strategic partners and in our organizational assessment tools.

Strategic MOUs can also define areas for evidence-based learning, joint research and policy advocacy that can lead into program development. The MOUs should clarify each partners' role in advocacy and wider stakeholder engagement so that strategic partners are involved and recognized in communicating knowledge and results to relevant stakeholders, through publications, meetings with government, community meetings, seminars and international dissemination, where relevant. A key venue for ensuring knowledge sharing and strategic discussions is a yearly sector-based Program Learning Group meeting. These meetings bring together strategic partners and as well important stakeholders within a thematic sector such as key government officials, researchers and other relevant actors and institutions. The meetings will provide an opportunity to share results and evidence from programs, network and learn about new research and policy developments within the thematic areas. A guideline for the Program Learning Group meetings with partners is included in the annex.



Strengthening long-term capacities to ensure children’s rights are met is 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’ capacity strengthening 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.

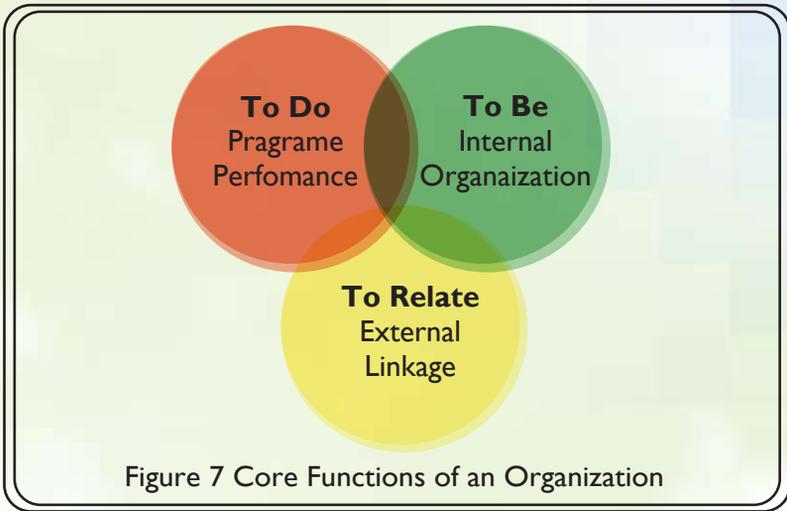
According to the SCI Capacity Strengthening Resource Guide, Save the Children defines capacity as “the ability of individuals, institutions and societies to perform functions, solve problems, and set and achieve objectives in a sustainable manner that leads to improvements in the lives of children and their families”. The process of changing capacity over time is called capacity strengthening. Save the Children recognizes this as an internally-owned and -driven process; it is not something that we can do to or for a partner. The appropriate role of Save the Children, therefore, is capacity strengthening support.

8.1 Supporting capacity strengthening in organizations and sectors

Save the Children takes a holistic view of organizations and their core functions. We recognize that supporting only capacities needed for short-term program delivery, such as financial management or technical skills, is not likely to result in sustainable organizational development. In assessments and capacity strengthening support we look at organizations based on their capacities To Do, To Be and To Relate:

To Do : This is the work that the organization does, such as human rights, health, education, etc. This dimension includes capabilities related

to the ability to involve and work with constituents, technical skills and knowledge/ expertise which form the content of the organization's program, as well as research, policy influencing, etc.



To Be : For an organization to be able to effectively deliver programs and fulfill its mission, it needs to have strong internal organization: a vision and core values; effective leadership; a comprehensive strategy; appropriate internal systems; competent staff; etc.

To Relate : An effective organization needs to have positive (or helpful) external relationships with other organizations and institutions, including government. It also needs to be able to relate to other key stakeholders critical to the organization's success through networking, advocating, lobbying, and facilitating change processes.³

This model can help us consider the whole organization, rather than thinking exclusively about specific programs, organizational departments or units. It also helps us look beyond the individual organization, to see how it cooperates with other institutions within a sector. Taking an interest in the capacity between organizations is important especially for sectors and larger programs, as they assess and support systems and networks in delivering services within for example health or education.

Another key aspect of long-term capacity strengthening is recognizing the difference between capacities, capabilities and competencies (see the SCI Capacity Strengthening Guide). Competencies refer to specific skills, usually embodied by individual staff members or teams, whereas capabilities and capacities refer to the collective abilities of an organization or system to perform functions. All-too-often capacity strengthening initiatives are limited to developing competencies of specific project staff through training, workshops or coaching without considering the larger organizations and systems in which the staff operate. The ability of staff members to use the new-found skills may still be hampered by dysfunctional organizational systems, and moreover, even when a competency-based approach works, for example by building up a high-performing project team, the core institution may lose all of the gained competencies again, when the project is over. In the worst case, existing staff are trained and then leave, and the organization may end up with less capacity than when it started! To avoid this, it is crucial to consider the overall institutional capacities and capabilities, when planning capacity strengthening initiatives, including the organizations ability to develop and retain key competencies.

8.2 Three types of capacity assessments

Good capacity strengthening support is based on shared expectations and thorough assessments. These assessments are carried out at different stages:

All partners involved in project implementation must have a partnership assessment done as part of the pre-partnership stage. This provides an initial assessment of SCI's and the partner's incentives for cooperation, the program related and overall capacities of the organization and, in particular, policies and structures in terms of complying with SC policies for financial cooperation. Any gaps identified in the initial assessment are addressed in an initial capacity strengthening plan, which is followed up on by the Partnership Unit(see the Partnership Assessment tool in the Annex).

Programmatic capacity assessments are carried out as part of the partnership assessment, as well as during design, monitoring and evaluation of programs and may include definition of key areas where Save

³SCI NGO Capacity Strengthening guide. The Three Circle approach is developed by Alan Fowler from INTRAC.

the Children, partners or other stakeholders need technical capacity strengthening. Save the Children supports capacity strengthening both of individual partners, and of the networks or service delivery systems within which they operate. These assessments are carried out by the sectors and followed up on by the relevant program staff.

Save the Children also recognizes the need to contribute to institutional development of our strategic partners. For this purpose we support the partners to develop capacity strengthening plans based on Organizational self-assessments. This assessment approach takes a holistic approach to looking at the whole organization based on the three broad capacity areas mentioned above. This process is facilitated and followed up on by the Partnership Unit (see the Organizational Self-Assessment tool in the Annex).

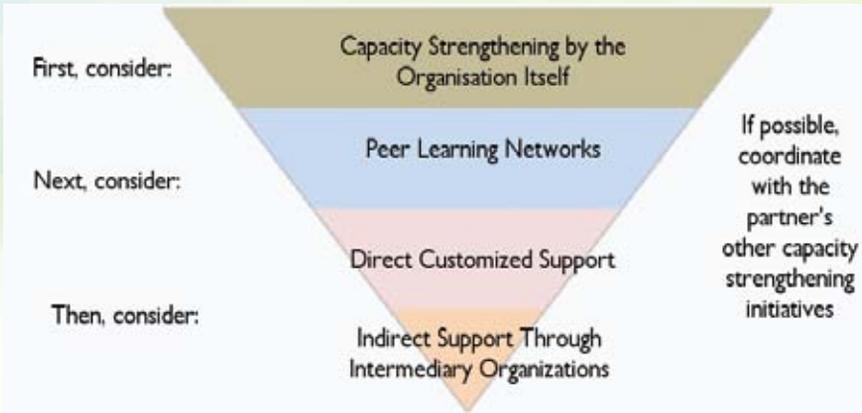
8.3 Capacity strengthening approaches

Based on the organizational self-assessment, Save the Children will support the partner to develop a capacity strengthening plan. In the case of partnership assessments dealing with compliance issues, the Partnership Unit may take the lead in suggesting courses of action, but in general it is crucial the plan is owned by the partner. Especially in the case of larger organizational development plans, the partner will define the objectives and have the responsibility for taking it forward. The Partnership Unit's role will be to coordinate support from Save the Children to plan and follow up regularly. Where possible, Save the Children will encourage partners to hold regular "donor consortium" meetings, bringing together the organization's funding partners to increase coordination around their capacity strengthening plan.

Capacity development plans should include clear indicators and timelines, just as other program activities. Where possible, it is advisable to integrate these indicators in log-frames for projects to ensure that capacity strengthening activities are monitored just as rigorously as other aspects of partnership cooperation.

NOTE: The Annex is intended as a "living" folder, containing tools which can be updated and added to. Some of these tools already exist, but are not compiled in one place, others will be developed or revised as part of the finalization of the Framework in 2014 and 2015. The current status of the tools is indicated in the annex: to be developed (TBD) and to be revised (TBR)

The capacity strengthening plan should be 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 (see diagram). The SCI NGO capacity strengthening guide contains suggestions on a wide range methods and activities that can employed for capacity strengthening support (see annex).



Source: SCI Partnership Training Course

Many of our partners have significant capacities in areas that can be a resource for other partners in our network, as well as for Save the Children. We strive to facilitate connections between and among our partners, through peer learning networks, bringing in partner resource people, joint resource guides and training material, secondments and other approaches that provide useful support as part of a larger capacity strengthening plan.



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

At the program and sector level, strategic partners should be actively involved in the design of new programs to the extent possible (see the best practice guideline for including partners' in program design in the annex). Each sector will hold an annual partner meeting or Program Learning Group, as described in the MEAL section above. This meeting will provide an important forum for pro-actively discussing ideas, priorities and networks that can be followed up in project proposals when calls/opportunities for funding arise.

At the Country Program level, strategic exercises like the Child Rights Situation Analysis, Country Strategic Plan and Annual Review and Reflection Workshops are an opportunity to reflect together on results we are creating for children. The country office will encourage participation of a select number of strategic partners in these exercises. In addition, the Country Office will bring together all partners for a Biennial Partner Conference. The aim of the conference is 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. The Conference is part of the Country Office's accountability framework and provides partners an opportunity to network outside of specific programs and raise issues and concerns with Save the Children individually and collectively.

Chapter

10

Country Office capacities for implementing the partnership framework



The partnership framework signals a shift from the traditional project-based approach towards a partnership-based approach. This requires coordination and engagement from both programs and support sectors. To achieve this, we are changing some structures and functions of the different sections of the Country Office and strengthening capacities for working holistically with partners, including staff competencies and funding.

10.1 Coordination of partnership roles and responsibilities within the CO

Many of the cross-cutting partnership functions described in the previous sections will be the responsibility of the newly formed Partnership Unit under the Awards and Partnership Department. The Partnership Unit, which replaces the old sub-grants unit, will be responsible for financial monitoring, however the main focus will be on capacity assessments and strengthening, including coordination of Annual Partnership Review meetings. Each partner will have an assigned focal person in the Partnership Unit, who is responsible for coordination with the partner and relevant program staff at SCI, as well as assessments and follow up on capacity strengthening plans. The Partnership Unit will also be responsible for ensuring good feedback mechanisms, which will provide key indicators of the Unit's success (see the full TOR for the unit in the annex).

A Partnership Working Group at the Country Office, with representatives from both programs and support sections, provides a forum for coordinating support to partnerships across the office. The objectives of the groups are to help coordinate capacity strengthening support to partners, assist in the development and dissemination of tools and approaches, and support cross-sectoral cooperation and knowledge-sharing (see full TOR in annex). The group meets every second month and reports to Program Coordination Group.

Other sectors and units will also have key functions in terms of partnership management. The table below provides an overview of roles and responsibilities in relation to developing partnerships, MEAL, capacity strengthening, and involving partners in strategy and program development:

Department	Responsibility
Programs	<ul style="list-style-type: none"> ❑ Scoping of key actors in thematic area ❑ Partner Selection ❑ Partnership workshop and involving partners in program design ❑ Program related MEAL, including Program Review and Learning Workshops where relevant ❑ Ensuring transparency and accountability to partners in program management ❑ Capacity strengthening in programmatic areas (in coordination with Partnership Unit) ❑ Annual Partnership Review Meeting with project partners ❑ Participation in Coordinated Review Meetings with strategic partners ❑ Annual Program Learning Group Meetings ❑ Coordination with relevant allies and coalitions /networks
Partnership Unit	<ul style="list-style-type: none"> ❑ Partnership assessments ❑ Organizational assessments ❑ Support formulation of Partner agreements and Strategic Partnership MOUs ❑ Follow up on capacity strengthening plans

Department	Responsibility
	<ul style="list-style-type: none"> ❑ Maintain Partner Database ❑ Coordination of Annual Partnership Review meetings with strategic partners ❑ Operational and financial monitoring of all project partners, including financial Report collection, review, comments and compilation ❑ Review the compliance and reporting requirement and ensure internal control system ❑ Fund management, disbursement & adjustment ❑ Coordinate and communicate with budget holders, Partner, Finance & other SCI department for ensuring support towards partner organization. ❑ Provide support to the external auditor/donor audit relate with Partner organization. ❑ Maintain documentation both (hard and soft) including AMS ❑ Feedback mechanisms: partner satisfaction survey and MEAL partnership standards
Risk and Compliance	<ul style="list-style-type: none"> ❑ Partner Ombudsman function ❑ Internal audit of projects implemented by partners ❑ Technical input to partners on building up internal control systems
PDQ	<ul style="list-style-type: none"> ❑ Capacity strengthening of partners in MEAL areas (in coordination with Partnership Unit and programs) ❑ Ensuring involvement of partners in program design ❑ Co-ordination of Biennial Partner Convention

Department	Responsibility
	<ul style="list-style-type: none"> ❑ Scoping of key actors/potential strategic partners on a country level ❑ Involving partners in CRSA, CSP, CAP and other strategic areas ❑ Communicating key strategic, programmatic and financial information to partners
HR	<ul style="list-style-type: none"> ❑ Regular training on the Partnership Framework and partnership management Training to partners
SMT	<ul style="list-style-type: none"> ❑ Regular review of partnership quality based on partner satisfaction survey and MEAL Participate in Annual Partnership Review with strategic partners
Other support sections (Finance, Procurement, Admin, IT)	<ul style="list-style-type: none"> ❑ Training and technical input to partners on compliance and strengthening policies and systems
Grants	<ul style="list-style-type: none"> ❑ Ensuring financing for capacity strengthening and partnership management in grants Communicating the SCiBs partnership approach to donors

10.2 Staff capacities

HR and the Partnership Unit will be responsible for staff development within partnership management. One regular mechanism for doing this will be a standard staff training package on SCiBs Partnership approach, the Partnership Framework and the related tools and templates. (see reference to the training package in the annex). In addition, targeted staff development on different aspects of partnership management will be designed on regular basis in coordination with programs, based on performance planning, feedback from partners and sector strategies.

Another key support to staff is the Partnership Champions Network, which is a global SCI network of people working with partnerships, who help disseminate global tools and approaches to partnership and provide a community of practitioners. The partnership advisor will coordinate activities and knowledge sharing at the country office level for members of this group and facilitate cooperation in regional webinars, training and experience sharing events.

10.3 Financial capacity

In order to ensure adequate funding for capacity strengthening and partnership management, all project proposals will include a budget line for these activities, unless donors specifically prohibit such costs. To the extent possible, the capacity strengthening indicators can be included in the project documents. The Partnership Framework can also be shared with donors to explain the SCiBs approach and commitment to high-quality partnerships. (see guidelines regarding financing capacity strengthening and partnership work in annex (TBD)).

ANNEX: The Toolkit

Living folder with templates, assessments guides, meeting/evaluation TORs and relevant SCI references⁴. Please access the Partnership Folder on the intranet for updated versions of the documents.

Overview of tools/reference materials:

- a. Time frame for implementation of the Partnership Framework
- b. SCI Partnership Principles
- c. SCI Essential Standards on partnership
- d. Bangladesh Partner Selection Checklist
- e. TOR for Partnership Unit
- f. TOR for the Partnership Working Group
- g. Partner selection template (TBR)
- h. Partnership assessment template (TBR)
- i. Organizational self-assessment tool (TBR)
- j. Capacity strengthening planning tool (TBR)
- k. Guideline for Program Learning Group Meeting (TBD)
- l. TOR for Annual Partnership Review meeting
- m. Guideline for Kick-off meetings(TBR)
- n. TOR for PRLW (TBD)
- o. MEAL standards for partnership
- p. TOR for Partnership Reference Group (TBD)
- q. Facilitators guide and training material on partnership
- r. Best practice guidelines for involving partners in program design (TBD)
- s. Partner Feedback Survey

NOTE: The Annex is intended as a “living” folder, containing tools which can be updated and added to. Some of these tools already exist, but are not compiled in one place, others will be developed or revised as part of the finalization of the Framework in 2014 and 2015. The current status of the tools is indicated in the annex: to be developed (TBD) and to be revised (TBR)

Timeline for implementation of the Bangladesh Partnership Framework

Date	Milestone
2014	
June	Approval by SMT Pilot Partner Feedback Survey completed
August	Pilot of Coordinated Review Meetings completed with 4 partners
August-	Staff training, including development of sector plans for roll-out
September	Information materials on Partnership Framework developed Budgeting guidelines for including funding for capacity strengthening and partnership management costs in program proposals finalized
October	Pilot of Organizational Assessment and Planning process completed with 6 partners Organizational Assessment and Planning tool finalized Partner Ombudsman Committee formed
November	Review of capacities in Partnership Unit completed, organizational development specialist hired, and plan for other needed adjustments formulated Sectors decide on initial set of strategic partners
December	Program Learning Group Meeting piloted in at least 1 sector Partner Database set up
2015	
January	Performance planning in sectors and programs includes partnership as a key component for 2015
February+	Full implementation of Partnership Framework
November	Review and adjustments to the Framework

Acronyms

CO	Country Office
CRG	Child Rights Governance
CRGA	Child Rights Governance Alliance
CRSA	Child Rights Situation Analysis
CSO	Civil Society Organization
CSP	Country Strategic Plan
GDP	Gross Domestic Product
HR	Human Resources
MEAL	Monitoring, Evaluation, Accountability and Learning
MOU	Memorandum of Understanding
NGO	Non-governmental Organization
PRLW	Participatory Review and Learning Workshop
SCI	Save the Children International
SCiB	Save the Children in Bangladesh
SMT	Senior Management Team
TBD	To Be Developed
TBR	To Be Revised
TOR	Terms of Reference



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