



Partnership Framework

A Guide for Partnering with Local NGOs & CBOs in MENA Zone

September 2019



Terre des hommes
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Cover picture: Partners' Meeting, Tdh staff and
representatives of 8 CBOs, Irbid, Jordan, 2019

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ACRONYMS

Tdh	Terre des hommes
CSOs	Civil Society Organizations
NGOs	Non-Governmental Organizations
INGOs	International Non-Governmental Organizations
CBOs	Community Based Organisations
SMT	Senior Management Team
HR	Human Resources
HQ	Headquarter
JRP	Jordan Response Plan
LCRP	Lebanese Crisis Response Plan
MENA	Middle East North Africa and Central Asia
ToC	Theory of Change
CSP	Child Safeguarding Policy
GCoC	Global Code of Conduct
PSEA	Protection from Sexual Exploitation and Abuse
M&E	Monitoring & Evaluation
Q&A	Quality & Accountability
OCAT	Organizational Capacity Assessment Tool
RACI	Responsible, Accountable, Consulted and Informed
MoU	Memorandum of Understanding
CBP	Capacity Building Plan
AFD	Agence Française de Développement
EU	European Union
SC	Steering Committee
KIIs	Key Informant Interviews
RACI	Responsibility, Accountability, Consulted, Informed
SDCs	Social Development Centers

INTRODUCTION

Tdh establishes partnerships with diverse actors, within countries, regionally, and globally with:

- a) Civil Society Organizations (CSOs);
- b) Governmental actors/National and local authorities;
- c) Private Sector Partners and d) Informal Civil Society.

This framework is focusing only on the partnership with **Civil Society Organizations (CSOs)**¹ to become a guide for the establishment of partnership with **local Non-Governmental Organizations (NGOs)** and **Community Based Organizations (CBOs)** based on Tdh MENA Zone's current experience and knowledge on the work with CSOs.

The Partnership Framework is meant to serve as a practical manual for MENA Zone delegations, staff and also local partners. It provides information on very concrete aspects of partnership work, gathered from those with positive and negative experiences, existing procedures, harmonized tools and policies/values/principles.

In Chapter I, the Framework demonstrates Tdh's partnership approach and principles, describes types of partnerships in MENA Zone, outlines the expectations of the partners regarding the partnership with Tdh, highlights the assets that Tdh can bring to the local partners, while indicates principles of effective partnerships and reflects on the lessons learnt.

Chapter II has a more practical objective, it presents the circle of partnership, available tools and examples for each phase of the circle. Particularly, it refers to the selection and eligibility criteria for partnering, assessment processes, roles and responsibilities within the

partnership, while it also underlines the mechanisms for effective coordination and describes the plans for successful implementation, evaluation and finally the termination or continuation of the partnership.

The Partnership Framework is accompanied with Annexes, consisting additional information about Tdh's activities in MENA Zone, examples, tips and specific guidelines for the proposed tools.

In conclusion, the Partnership Framework provides clarity and common understanding of what means partnership for Tdh in MENA Zone, including a shared set of fundamental values and principles working with local partners and attempts to answer the following questions:

- √ With whom should we work?
- √ For which mutual expectations and benefits?
- √ How do we work together effectively with the local partners during all partnership phases?
- √ How we can ensure accountability and sustainability in our partnership and support them with their own autonomy?

Finally, this Global Partnership Framework refers to the given region and it will not necessarily work the same way in all the countries. The approaches, methods and tools described in the framework are therefore to be carefully adapted and finally contextualized, considering the needs of the partners, available resources and the local issues that should be tackled.

Chapter I



Partnership Approaches and Principles

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1.1 Tdh MENA Zone's vision

What is partnering for Tdh MENA Zone?

Tdh's vision "Making a difference" states that, *"the organization's vision is: children, youth and their families affected by Migration, Humanitarian crisis, Exploitation and in conflict with law are treated with dignity, realise their right to be protected along all stages in their lives and seize development opportunities. Tdh is recognized as a leading organization, both internationally and regionally, and sought by all stakeholders for its technical expertise in protecting and supporting children and youth"*. In order this vision to become reality, Tdh has adopted the following principles of action: a) **Respecting the local context. Collaboration with local actors;** b) **Promoting systemic change. Supporting and strengthening the capacities and resources of civil society and public services;** c) **Promoting partnerships. Establishment of partnerships with the communities, civil society, private enterprises and the State to promote dialogue and networking;** d) **Contextualized and complementary modes of interventions.** Those significant principles have been incorporated in all the Programmes and reflected on the Theories of Change leading to the Strategic and Operation Plans of MENA Zone's delegations accordingly (See Annex I).

Namely, establishing strong collaborations with local partners is a core element of Tdh's global vision and operational approach. Precisely, Tdh MENA Zone perceives a partnership as: a) **Process of learning from each other;** b) **Sharing mutual values, intention and resources;** c) **Being complementary;** d) **Being Stronger in reaching goals and having a long-term impact.**

Why partnering?

- ✓ To secure a long-term impact, better results and ensure the sustainability of the response.
- ✓ To cooperate on a common vision of the project.
- ✓ To ensure complementarity of interventions.
- ✓ To reach our goal(s), ensure a "win-win" situation and utilize the resources better.
- ✓ To learn more from the partners' experiences, knowledge, approaches and benefit from each other.
- ✓ To gain access to some beneficiaries, locations, actors, that otherwise INGOs would not have.

- ✓ To gain access to national and local authorities. *"The local partner(s) understand(s) local reality better than INGOs"*.
- ✓ To gain access to funding. *"Many donors want to support the local civil society, while there is a trend of an aid localization"*.
- ✓ To strengthen civil society and capacity building.
- ✓ To encourage innovation and creativity.
- ✓ To promote local ownership, enabling local actors to be leaders of change brought in their communities.

Additionally, reflecting on the partnership, Tdh has recognized various perceptions, except the mainstream meaning of a partnership as *"a state of being in partner relationship, establishing a specific framework between two or more committed parties and working together towards common goal(s), which could not be achieved without one (or more) of the involved entities."*

How Tdh MENA Zone envisions "working together with partners"?

According to Tdh MENA Zone's perception, there is no other way than working together with partners regardless of the context situation. In other words that means: a) Designing the project together, which meets the needs of the beneficiaries; b) Assessing the needs of the target population together; c) Identifying the proposed outputs or outcomes and indicators for measuring them; d) Working together on the visibility of the activities and development of communication materials; e) Seeking additional resources; f) Learn and build the capacity together; g) Coaching (directly and indirectly) and asking each other's opinion; h) Being positive and empowering hope in difficult times, always searching for mitigation measures and alternatives; i) Discussing honestly about the differences, obstacles or other sensitive issues while keeping in mind what is bringing the partners together.

1.2 Tdh's values and principles for an effective partnership

Tdh's partnership approach is associated to organization's values, principles and policies, including the aspects of using the funds responsibly and aiming at the long-term sustainability that will bring social change. Tdh is steered by the following points, while they are applied in all types of partnerships globally.

The following values, principles and policies should be guiding the partnering process: Tdh's Values, Universal Guiding Partnership Principles, Global Code of Conduct (GCoC), Child Safeguarding Policy (CSF), Protection from Sexual Exploitation and Abuse (PSEA) and Prevention of financing of criminal activities.

Tdh's Values

In addition to the Charter written by Edmond Kaiser in 1966, these four values are required by the organization to ensure high quality work. Tdh is proud to have a daily commitment for children and youth, based on the following important values.

Commitment: We act on behalf of children in a humane and professional manner, guided by principles of justice and solidarity.

Courage: We make bold decisions, acting and taking stances.

Respect: We act with integrity and in a responsible and transparent manner, working cooperatively while also respecting diversity.

Ambition: We strive to create changes that are relevant, positive and sustainable for children and their communities.

Universal Guiding Partnership Principles

Equity: The term refers to the equal right of contribution between partners ensuring both contributions are considered to the same value regardless of the divergences of power, resources and influence. Equity ensures a complementary purpose and respects as well as shared decision making.

Transparency: The term refers to an open and honest relationship between partners with trust as a key driving element of collaboration. Trust and transparency ensure a positive environment.

Non-Discrimination: Tdh and partners support target children in need, their families and communities regardless of religion, gender, sexual orientation, political affiliation, ethnicity, nationality or ability. Tdh and its partners ensure that programs do not discriminate against people for any of these reasons.

Fiscal Responsibility: Tdh and its partners ensure that funds are used towards the most vulnerable children and their community.

Mutual Accountability: Tdh and partners are accountable to children, youth, families, communities, stakeholders, donors and governments. Tdh and its partners ensure good faith towards accountability.

Mutual Benefit: The term refers to specific benefits and added value that both partners will gain beyond the common benefits. Mutual benefit ensures commitment, complementarity and sustainability.

Mutual Respect of Values and Beliefs: In order for partnerships to be sustainable, partners must share common values and beliefs as well as joint commitment on specific issues: i.e. Child Protection, Gender Equality etc.

Consistent Communication and Coordination: Trust in partnership lies in well-established communication and coordination but also in clarity about roles, responsibilities and decision-making.

Learning and Development: A healthy partnership promotes an atmosphere of learning. This may involve monitoring and evaluation aimed at improving members' performance. An open mindset and the desire to invest in skills and knowledge will create opportunities to shape each other's work and learn together.

Finally, it is worth mentioning that these are universally recognized values of partnership, are preconditions for any collaboration to work well.

1.3 Tdh's policies

As a humanitarian organization, Tdh has a moral duty to run activities with the greatest respect for the populations with which it works. For this reason, Tdh requires all staff, partners and volunteers to adhere to the highest standards of behavior, at all the times and in all places, in accordance with humanitarian principles and organizational values which are reflected in the following policies: a) Global Code of Conduct (GCoC); b) Child Safeguarding Policy (CSP); c) Policy on the Protection from Sexual Exploitation and Abuse (PSEA); d) Policy on Prevention of the financing of criminal activities.

In the policies there are several important articles mentioning the role and duties of partners, the way of engagement with partners and the measures that should be taken in order to prevent the "do no harm". Some of the most important and relevant articles of the policies have been highlighted.



12 Core Commitments of Tdh's Global Code of Conduct



- We respect Tdh's values
-
- We act honestly and ethically
-
- We work to safeguard children
-
- We condemn all forms of sexual abuse and/or exploitation
-
- We respect the principle of non-discrimination
-
- We respect the dignity of the populations we work with
-
- We respect our institutional framework
-
- We act responsibly towards our personnel
-
- We use IT equipment responsibly
-
- We conduct activities diligently
-
- We respect the environment
-
- We work with reliable partners

One of the relevant commitments is to “**work with reliable partners**”. Essentially, it is **prohibited to collaborate in any way with individuals, groups or organizations linked with drugs, weapons or human trafficking – including prostitution, even when it is legal in the state of operations – as well as any other criminal activity.**

Tdh's Child Safeguarding Policy (CSP)

Furthermore, Tdh has developed and integrated the Safeguarding Policy into its interventions. Concerning the establishment of the partnership relation, strong attention must be given to issues related to child safeguarding. **Specific reference to child safeguarding measures should be included in partnership agreements and contracts as a good practice.** Basically, partnerships are an opportunity to raise awareness on the need for institutional policies on child safeguarding. **Therefore, all partners should be given training, guidance and support on Tdh's CSP.** The nature of this orientation and training can be determined in the country of each operation. **In case Tdh is either the lead partner or not, partners should be given a copy of the CSP and guidance provided on the contents. Partnerships should also be pursued with the aim to advocate governments to**

develop standards of safeguarding, with support for the required resources and expertise to implement such standards.

Where concerns about child safeguarding arise in relation to a partner, in addition to considering whether a report of the concerns needs to be made to appropriate authorities, consideration must also be given regarding whether to suspend the partnership and/or withdraw funding and support. A child safeguarding concern raised in relation to a partner does not mean that the partnership must be terminated automatically. The decision to continue with the partnership must take into account the reaction of the partner and their commitment to address the situation such as prioritizing the best interests of the child, responding to advice on managing the situation and agreeing to seek support through training and guidance. More information could be found in the CSP² and available tools³.



The Child Safeguarding Policy

The Child Safeguarding Policy is a major component of the partnership agreement. **The Policy must be signed by all partners of Tdh.** The following will have to be identified in order to ensure compliance and respect of the CSP:

- The partner, with Tdh support, will design its own Child Safeguarding Policy.
- The partner will designate a focal point in charge of implementing, monitoring and ensuring the respect of the CSP.
- The partner will ensure that the CSP is promoted and distributed among staff members and integrated into interventions.
- The partner will ensure that a transparent, secure and confidential procedure is in place for reporting incidents and concerns that violate the principles of the CSP.
- The partner will raise awareness on the key components of the CSP.
- The partner will ensure that any staff in relation to children have been vetted through police record preliminary checks.

Policy on the Protection from Sexual Exploitation and Abuse (PSEA)

According to this Policy, the expected behavior from Tdh staff, partners and suppliers is:

- Conducting a risk assessment before formalizing a new partnership, considering the potential vulnerability of community members and beneficiaries.
- Verifying if there is a PSEA policy, documentation and practices in place for partners.
- Including a contractual clause on the GCoC and PSEA in all partnership agreements and service contracts.
- Setting up trainings or conducting a briefing to emphasize the partners' responsibility and help implement a policy if needed.
- Communicating our approach to suppliers and professionals with whom we collaborate outside of partnership agreements.
- Communicating transparently and regularly to partners on PSEA and on the obligations of all stakeholders to ensure compliance with this policy - reporting, consequences of non-compliance and safeguards for the victim/survivor(s)

All Tdh's employees, including consultants and partners, are therefore required, without exception, to take all the necessary measures and undertake high levels of due diligence to prevent and manage any suspected or proven case of SEA. Obligations with respect to the Protection from Sexual Exploitation and Abuse (PSEA)⁵ derive from international human rights law, in particular the provisions on combating trafficking in human beings.

Tdh's Policy on Prevention of the financing of criminal activities

Tdh has developed a structured framework – Policy on Prevention of the financing of criminal activities⁴ for ensuring that standards of due diligence and compliance with counter-terrorism and money laundering financing related laws and other measures are met. Tdh will follow these standards when implementing programmes or projects, both directly and when work is delivered in its name. In specific countries of intervention, Tdh may go beyond the scope of this policy and decide to implement a no-contact rule with individuals or groups linked with terrorism.

All Tdh candidates, future partners, consultants, contractors and suppliers will be made aware of this policy and be expected to operate accordingly in their dealings on behalf of, or with, Tdh. It should be read alongside Tdh's whistleblowing and anti-fraud and corruption policies. Tdh has a duty to be vigilant to ensure its premises, assets, staff or other resources – and those of its partners – are not used for activities that may, or appear to, support or condone activities of proscribed organizations.

According to the Policy above, Tdh commits to:

- Make due diligence and compliance obligations explicit in contracts with candidates and future suppliers/providers, as well as in future partnership agreements. All parties involved shall be well informed.
- Bring to the attention of Tdh Supervisory Board any concern of links to a proscribed organization or to other unlawful activity.
- Protect positive staff and partner relations through the use of a minimal requirement of formal screening procedures.
- Avoid entering into relation with a potential criminal partner/supplier/provider through the use of formal screening procedures prior to the contracting phase.
- Use the internal audit process to review this policy and related procedures on a regular basis.



Tip Box

1.4 Partnering with local NGOs and CBOs in MENA Zone – types of partnership

In the region, the active and dynamic NGOs and CBOs address in particular the needs of women, refugees, children, youth and elderly needs and offer a spectrum of services in both rural and urban areas. The majority of CBOs and NGOs rely on the support of local volunteers (mainly from local communities) and they have a strong community ownership of their activities, community spaces/centers, while they are trying to coordinate their activities with the municipalities, prefectures and ministries. Many local NGOs and CBOs have already set up their own rules that govern their day to day operations, roles and responsibilities and in the time, they develop their capacity constantly with the support of INGOs and different donors.

During the process of a partnership assessment and establishment, Tdh staff should:

- Share and introduce to potential partners the values, principles, and policies.
- All these elements should be presented and discussed with examples based on the local context and in language(s) that partners can easily understand.
- A learning conversation will help the partners to comprehend Tdh's approach better in order to be able to apply these policies and procedures in their interventions.
- Regular "review" meetings are suggested to be organized with partners during the collaboration in order commonly to assess the partnerships' commitments.

In that way from the beginning of the partnership, a positive environment will be established, and partners will build together the "main agreed values and principles of their partnership agreement."

Tdh builds on different types of partnerships with local NGOs and CBOs so far, seeking to influence issues related to child protection. It's worth noting that Tdh supports the localization of the aid and the bottom up approach and it takes that into account during the designing process of programming and funding.

The main types of partnerships that Tdh frames with local NGOs and CBOs in MENA zone are the following:

- Project Partnership:** A specific project with the same aims and objectives between partners.
- Strategic Partnership:** A long lasting relationship with alignment of goals and objectives towards a long-term impact.
- Consortium Partnership:** Tdh and its' partners engage into a joint initiative with shared leadership, implementation and representation.
- Complementary Partnership:** Tdh and a local partner have different roles but work together to accomplish a common initiative.
- Convergent Partnership:** Tdh and a local partner engage into a complementary partnership but work together beyond the scope of a program – Capacity Building, Networking, Fundraising (Organizational Support).

Except those types of partnerships, Tdh tries to link these entities together in order to establish mechanisms for

collaboration and coordination aiming at the positive social change. Tdh supports the strengthening of networks where the local NGOs and CBOs can join their forces and efforts, advocating for their communities directly.

1.5 Partners' expectations: What do our partners seek out of a partnership with Tdh?

With the view to understand better the perspectives, attitudes and expectations of the partners (CBOs and local/national NGOs) on the partnership with Tdh in MENA Zone, the organization decided to conduct a survey for this Partnership Framework in Jordan and Lebanon.

The survey was conducted in two countries in June 2019 and it serves as a "diagnosis" and reflection process in order to identify and understand better the positions of partners in terms of a partnership with Tdh. Due to the limitation of the Partnership Framework document's size, only a couple of questions from the survey are captured in this document, highlighting the main "trends" among partners.

1. In the mentioned survey, 20 local NGOs/CBOs participated, mainly collaborating on the sectors of Child Protection and Access to Justice at the following locations and regions Irbid, Mafrqa, Jerash, Zarqa, Amman in Jordan and Tyre, Saida, Mountain Lebanon, Beirut in Lebanon for the last 2 years. The average time of partnership with Tdh is 18 months. Tdh asked the local NGOs and CBOs the following questions: What is the added value of partnering with Tdh so far?

2. Which are the main challenges that you face in terms of partnership with Tdh?

3. What would you like to be improved in terms of partnership in the future?

4. Where do you see that Tdh can support you further?

5. How can you as a partner support Tdh? What can you bring into this partnership?

The methodology used for this survey was Key Informant Interviews (KIIs) with the main partners with whom the partnership lasts long time and they are the main actors on national level and potential partners for future projects. Additionally, distribution of questionnaires for the rest of partners were organized.

According to the questions of the survey, Tdh's partners answered the following:

Quality of Tdh partnering approach:

✓ 100 % of respondents consider that the partnership with Tdh is based on shared visions and values.

✓ 92 % of respondents find that Tdh respects their autonomy and strategic choices.

✓ 92 % of respondents think that a mutual trust exists between Tdh and their organization.

✓ 100 % of respondents think that our partnership is based on joint-decision making.

✓ 100 % of respondents think that our partnership is reviewed frequently, and honest feedbacks are available.

✓ 92 % of respondents believe that our partnership meets their organization's needs and expectations.

✓ 100 % of respondents appreciate the shared learning approach by Tdh as a core value.

Partners consider that child protection expertise (100%), capacity building (92%), and programmes innovation (92%) are the added value of Tdh. Some of the responders highlighted that Tdh with its continuous and sustainable contributions towards child labor cases in an innovative and effective way has added a value to them and to the local community. Moreover, Tdh has always strived to improve its partnership with partners on a wider geographical scale. In addition to this, partners believe that Tdh adds

more value with its continuous training and development for partners in particular and the community in general.


In terms of areas for improvement, the most frequently selected and mentioned areas were financial issues, volunteers and staff's wages increase, followed by staff and volunteer's capacity development and multi-year planning and projects, ensuring the sustainability of partners.





On the other hand, the survey has asked the respondents "How can you as a partner support Tdh?" and the comments received were related to access to space and places, databases, community mobilization, facilitating and interaction with the local community, sharing experiences, volunteers, and referrals.

Tdh remains a valued partner, its image remains positive, and it continues to play a relevant role in the development of the local community. Partners work with Tdh for its contribution to national development goals and programme/project implementation. Partners also believe that Tdh has high-quality professionals, as accountable and transparent, delivering high quality programmes.

1.6 Mutual benefit and added value from Tdh and partners

Partnerships with Tdh could be beneficial for CBOs and NGOs in order to ensure access to experts, capacity-building, funds and high-level stakeholders which are otherwise inaccessible. This also gives the opportunity to local partners to amplify outreach and advocacy on a regional and international level. On the other hand, Tdh could benefit from partnering with CBOs and NGOs in order to have access to the field, beneficiaries, learning opportunities and national advocacy. A partnership is good as long as it creates values and keeps growing and have in core the mutual benefit. In conclusion, partnering with Tdh have the following benefits:



-  Tdh's expertise on child protection.
-  Provision of a capacity building:
 - 1. Technical capacity building.
 - 2. Organizational capacity building.
-  Visibility and reputation of the organization recognized worldwide.
-  Exposure, networking and access to information, funds and external resources.

Barriers and red flags in partnerships

Except the benefits, there are also some negative perceptions of partnership challenges or points of attention, referring mainly to the barriers that both sides could often encounter within a partnership relationship:

Tdh's side

1. Heavy resources (financial resources, time etc.);
2. Communication challenges;
3. Level of dependency;
4. Patronizing attitude of INGOs;
5. There is a high risk at all levels (sharing resources, reputation, limited control etc.);
6. Lack of pre-conditions: the adequate specialized resources.

Local Partner's side

1. Heavy resources (financial resources, time etc.);
2. Communication challenges;
3. Level of dependency;
4. Losing the autonomy and their own legitimacy/identity. Becoming partner driven (influencing their vision, mandate, staff etc.). Limited visibility (losing the principle of equality);
5. Limited financial capacity of the local partners;
6. Weak transparency and accountability mechanisms and MEAL tools;
7. Feeling on not being a trusted partner (dealing with mandatory requests);
8. Overlapping.

The points of attention are related to factors such as power imbalances, hidden agendas and win-lose mentality. For those reasons, the establishment of a good understanding is significant in order a "healthy" relationship to be established from the beginning, avoiding common issues and agreeing on a partnership approach.

Except for the points of attention there are also red flags related to partnership(s):

- ✓ The partners' background (political, religious, affiliations, terrorism etc.).
- ✓ The partner's values (humanitarian values: neutrality, impartiality, independence etc. and if there are limitations/compromises to which extents and what for?), shared vision/mission.
- ✓ Lack of real interest in partnership.

1.7 Lessons Learnt

Tdh has worked in plenty and strong partnerships, while many of them have been challenging. Even if there is no right way to do partnership and there are always unexpected factors that can affect a partnership, it has been proven that respecting and applying the guiding principles and values are always the best way in order to ensure an effective collaboration. From different analysis and reports⁶ have been identified that some of the main common barriers to work adequately with the partners are:

- Limited engagement of the partners in the planning, designing and evaluating process of the projects.
- Lack of regular and substantial communication and feedback.
- Unequal and/or unacceptable balance of power and control.
- Lack of hands on support from INGOs.
- Lack of commitment and unwillingness in active participation.
- Inadequate understanding of roles and responsibilities.
- Lack of clear purpose or inconsistent understanding of purpose.
- Lack of project/programme ownership.
- Differences in philosophies or work styles.
- Lack of evaluation or monitoring systems.
- Financial and time commitments outweigh potential benefits.
- Competition between partners for the lead or domination by one partner.
- Hidden agendas.
- Failure to learn.

Tdh has faced many of those barriers within different types of partnerships with local NGOs and CBOs. Based on those experiences, Tdh decided to conduct a capitalization exercise⁷ for the project called "Protection of the most vulnerable children affected by the Syrian crisis in South Lebanon" funded by the Swiss Solidarity (CDB) for the period 2016-2017 and co-funded by the Swiss Development and Cooperation (SDC) for a period of 3 years (2015-2017), implemented by Tdh with the collaboration of 21 CBOs and 4 SDCs in Lebanon.

Tip Box



It's worth highlighting that there is a need to differentiate the level of engagement with partners depending on why we want to partner and the level of capacity (for an example with some CBOs).



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Some of the main lessons learnt that have been identified in terms of partnering with local CBOs are:

- a) The project proposal should define **the type of partnership** to develop with local partners in order to better guide the teams in the next steps.
- b) The selection of partners especially for long term projects is a very important step and should be shaped **in line with the project's objective**. In addition, the selection should be done following SMART criteria and including a comprehensive **assessment** of competencies.
- c) The **involvement of M&E** since the beginning of the project and during its planning is essential to ensure the development of comprehensive project monitoring plans and indicators, useful to guide the project monitoring on the long run.
- d) Having **internal resources** dedicated to the capacity building component is an added value, although capitalization of information is essential to **mitigate** the effect of **turnover** within the team and especially in the senior management roles.
- e) In addition, the internal **communication** and coordination among departments is essential to ensure that the mission has a homogeneous vision and approach towards capacity building.
- f) Having a **stability in roles** that are dealing with the partners and especially as focal points and coaches is very important to give continuity to the relationship and build further on trust.
- g) **Weak communication** among departments effects on the potential of learning within the organization. This aspect should be improved in the coming future.
- h) **Reporting** should be done on a regular basis to capitalize what has been done and therefore have reference and learning for the next steps.



Tip Box

Some of the main resources that Tdh needs to have in place in order to establish effective partnerships are:

- 1) Compliance partnerships and cooperative persons dedicated for the establishment of the partnership.
- 2) Dedicated Learning and Development officer.
- 3) Funds for the consultation in order to work with the partners.
- 4) Ensuring that there is staff who will provide trainings on different topics.
- 5) Adequate tools for all the phases of the partnership circle and tools for the analysis of the progress.

Chapter II



Guidelines for Partnerships

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2.1 Partnership circle



Partnership Circle

The establishment of a partnership is a structured process, consisted by 7 different phases. Each phase is important for a balanced partnership.

Tdh has developed a partnership framework, indicating a common process on how to partner successfully with the local NGOs and CBOs in MENA Zone. The framework captures all the phases of the partnership circle, each step that Tdh's staff and partners should follow and description of the accompanying proposed tools.

In conclusion, based on the analysis of the mentioned phases, the main steps are:

- ✓ Identifying and building a partnership
- ✓ Managing and maintaining
- ✓ Reviewing and revising
- ✓ Sustaining outcomes⁸

It's worth noting that the context analysis in which the partnerships are formed, and function is crucial at every phase of the collaboration. There is a context evolution, especially in humanitarian but also in development settings over the

time that can affect the partner's interest accordingly, create new obstacles or even present new opportunities.

2.2 Stakeholder analysis

Preparation is a vital process before establishing any partnership. One of the first steps that each team should take is to define internally the need(s) for partnership. Particularly, determining the "self-interest" and own internal capacities for the potential partnership is a very important procedure.

Stakeholder analysis is a necessary technique for stakeholder identification, assessment of a system and classification of key actors according to potential changes. It is used to identify all key (primary and secondary) stakeholders who have interests in the issues with which the project is concerned. Stakeholder analysis is commonly used during the preparation phase of any project. The technique can be used once or on a regular basis to track

changes in stakeholder attitudes over time (see Annex II and Annex III).

The precondition in order to conduct a stakeholder analysis is to have very good understanding of the operational context and mapping of all the stakeholders and its own resources. This is why, this technique is suggested to be applied according to the context analysis which is the first analysis that needs to be done by the teams. Finally, the context analysis should be updated regularly according to the evolution of the context.

Finally, partners' meetings are suggested to be arranged in order all the mentioned issues to be discussed and a positive, collaborative relationship to be established from the beginning.

2.3 Preselection/selection of the partners

Following the stakeholder analysis phase, Tdh needs to proceed with a due diligence process which is a pre-requested step before entering in a partnership. The aim of a due diligence process is to evaluate potential partners, check if they are meeting some minimum criteria, identify commonalities and risks in order to understand better if they are eligible and reliable for the partnership. According to the information gathered during the exercise of due diligence, the organization will decide if they will move towards the next phase of the partnership circle or not. Tdh in MENA Zone has highlighted the following minimum criteria, based on the principles and policies of the Chapter I.

The selection criteria for the establishment of partner(s) are:

- √ Existence of a bank account, registrations and internal structure.
- √ Partner's background (political, religious, affiliations, terrorism etc.).
- √ Type of operations, reputation etc.
- √ Values (humanitarian values: neutrality, impartiality, independence etc., and if there are limitations/compromises to which extents and for what?),
- √ Minimum administrative, logistics and human resources procedures to be in place.
- √ Reputational risks.
- √ Overlapping risks.
- √ Shared vision/mission.

√ Real interest in partnership.

√ Potential partnership evolution.

The due diligence process is strongly linked to identification and mitigation of actual and future risks, supported by Tdh's Risks Department. The Tdh's Policy on Prevention of the financing of criminal activities has included articles related to measures against the financing of criminal activities - including those related to terrorism and money laundering – identification of gaps that could create new risks or policy compliance violations, monitor policy compliance, and proactively address and remediate issues that arise (see Annex IV and Annex V).



Tip Box

As it is mentioned in “Partnerships: Frameworks for Working Together”, building relationships is not just the responsibility of organizational leaders, but of everyone working within the partnership. The stages of developing a partnership can be compared to the stages of team development—forming, storming, norming, and performing.

1. Forming involves bringing people together to start the partnership-building process. It's important that all members help determine the partnership goals, structure, and processes from the onset.
2. In the next stage, after the group has met several times, people start to question the purpose and direction of the partnership (e.g., “Why am I here?”, “What's my role?”, “Do we have the right priorities?”). It's important to work through this storming stage so the group can be open and honest about their perceptions.
3. Norming is the stage in which the partners begin to develop protocols and reach shared agreements. Performing is when the partners are working together smoothly and accomplishing their objectives.” More information on the standard operational procedures for the establishment of the partnership.



Tip Box

It should be emphasized that in some countries of MENA Zone, the government through different ministries is responsible for checking the accountability of the local partners and defines the minimum criteria for the access to funding and partnership with INGOs. It is recommended that before forming any type of partnership, Tdh's team needs to be well informed about the national procedures and policies concerning the local partners. It is very common case, for the ministries to suggest a collaboration with specific local actors who are registered and accredited by the government. There is a high risk of restriction of the project and activities by the government, in case of establishing a partnership with local partners which are not considered "eligible" (case study of Jordan).

The best way to establish a partnership is to visit your potential partner (both offices/premises, project activities) and be transparent on the purpose of your visit. During the meeting, it is essential to talk about:

1. Tdh's mission, values, vision and clarify which information you need from the potential partner in order to start the assessment process.
2. Tdh has to share all the documents related to the previous chapter of the Partnership Framework with the partner in advance, explaining the policies, guiding principles and values.
3. The organization also has the duty to explain to the partners all the phases of the partnership circle, the procedures and tools that will be used in order to assess the potential risks.
4. Tdh has to check if the minimum standards are met and develop a full assessment of the partner's capacity.
5. It is crucial to encourage dialogue and be available to answer partners' questions.
6. A field monitoring report after the visit is significant to be developed, capturing all the important points of the meeting and visit.
7. It is recommended to invite senior staff of the potential partners to visit Tdh's office and activities as well, in order to have a better understanding of the organization's capacities.
8. Following the first formal visits, a debriefing meeting is essential to be organized in order the impressions, thoughts and feedback to be shared among the partners. Additionally, the next steps should be agreed commonly.

2.4 Contracting of partners

The decision about proceeding to an establishment of a partnership with local CBOs and NGOs will be taken by the delegation's Senior Management Team and Head of MENA Zone. The third phase of the circle is the official formation of the partnership. Therefore, the partnership is verified by the Memorandum of Understanding (MoU)/Agreement. Once the agreement is drafted, it is significant to give time for relevant members of staff in both organizations to be consulted and the agreement to be discussed line by line. It is suggested the MoUs to be understood by the staff who

will be actually involved in the mentioned partnership.

The MoU is a document that demonstrates the key objectives, procedures, structure, outcomes, obligations, financial aspects, duration of collaboration of the partnership. The MoU should also reflect on the action plan and strategy that forms the basis of the collaboration. In conclusion, the document gives the partnership some official guidelines and structure on how to work, while it should allow flexibility for modification. Furthermore, the MoUs could be accompanied by additional Annexes such as analytical work plan, budget, timeline but also with Tdh's

policies mentioned in the previous chapter of this Partnership Framework (CSG, GCoC, PSEA and Policy on Prevention of the financing of criminal activities). The MoU/Agreements are signed by Country Representatives and Heads of partner's organizations (see Annex IX).

2.5 Assessment of partners

The next phase of the partnership circle is called "assessment" of the partner(s) which is basically the "full" assessment process regarding the organizational, technical and financial capacity of the partner(s) mentioned in the previous phase. Since, someone finalizes the due diligence exercise and identifies that there are not major risks for this partnership that could put the organization at risk, then a "full" assessment will take place.

Moreover, the full assessment will provide a good understanding of the potential partnership's needs, necessary measures or actions that need to be taken, but it is also a way to assess the progress of the capacity development. The "full" assessment can be used as a baseline for future capacity building plans.

Tdh has developed the tool called Organization Capacity Assessment Tool (OCAT), which is a comprehensive tool designed to facilitate group discussions between members of organizations in order to assess the capacities of the partners and needs for additional support. Alternatively, the tool may be self-administered by the organization.

OCAT is assessing the following aspects:

1. Organizational Management;
2. Financial Management;
3. Project Cycle Management (PCM);
4. External Relations.

Following a baseline OCAT during the assessment phase, future tailor trainings for capacity building could be provided to an organization on indicators where it scored lowest. The tool should be repeated every 6 months to 1 year, in order to monitor progress and provide further training if needed (See Annex VI).

It's worth mentioning that this tool is mainly applicable for national NGOs. Unfortunately, it cannot be used for CBOs since usually they don't have so developed organizational structure. However, a simplified version of OCAT can be tailored and applied for the assessment of CBOs (See Annex VII).

2.6 Implementation and capacity building

Capacity building is one of Tdh's most fundamental elements, while working together with local partners. It is the

organization's commitment to contribute to learning. The successful capacity building is based on the needs of the partners. Tdh's has developed a specific assessment tool in order to assess the partner's needs in terms of capacity building (See Annex VIII).

This plan is assessing the organization's capacities, using a tool with the system of a scoring. Basically, the tool shows the area of prioritizations for the capacity building and tracks the progress. Afterwards, the capacity building is planned according to the results of the assessment. The capacity building includes training, workshops, exchange-visits, peer to peer meetings, networking support, coaching, sharing of tools and documents, mentoring, consulting, joint implementation with intentional reflection to learn-by-doing, and others shared activities. Tdh has developed many capacity building plans with various local partners in the MENA Zone so far.

The existing capacity of the organization and the operational context is significant to be taken into consideration, while the capacity building should be done by identifying short- and long-term goals and ensuring there are tools to measure the outcomes and evaluate the process of the capacity building. Finally, the plan has to be adapted according to the needs and not the needs according to the plan.



Tip Box

It is recommended the development of MoU/Agreement to be done jointly with the partner. It will help the establishment of a positive working relationship and dynamic between the involved parties. Moreover, it is important issues of confidentiality and visibility in the MoU in order future misunderstanding to be avoided.

There can often be a conflict regarding the division of responsibilities between the partners but also between the organization's departments and involved staff. For instance, it's often difficult to clearly distinguish between strategic and operational (day-to-day) decision-making. For that reason, Tdh is using the RACI matrix (Responsibility, Accountability, Consulted, Informed).

Based on the capitalization report related to the capacity building of a local partner in Lebanon, the following lessons learnt should be considered (online access only):

- Having a regular involvement of the trainees through assessment, exploring their interest on training topics and asking their point of view on their own needs, increases participation and therefore the sense of “ownership” to the program.
- The inclusion of the **institutional CB** for partners is an essential step to definitely empower the counterparts in being autonomous from all perspectives.
- Focusing on **training of volunteers** is good but it is not sustainable considering the potential for turnover. Specifically, it has been highlighted that it could be important to involve the **Directors** or supervisory roles in the trainings systematically.
- A CB plan which includes a **calendar**, provides vision of which is the long-term plan.
- Allowing **flexibility in the application of plans** and activities to the trainees is also a good lesson learnt as it increases sense of responsibility and ownership.
- Including the **coaching** approach in the training methodology is essential to ensure a long term follow up in terms of skills application and it is also an important tool to regularly engage with partners and build a stronger partnership relationship.
- The usage and analysis of pre-post as well as satisfaction tools should be **systematic** because it allows participation to increase and further capitalize on the trainings provided.
- The involvement of **M&E** in the development of pre-post tools is necessary in order to ensure that proper methodology is used, and correct analysis extracted from such tools.

Management

The management of the partnership is called “implementation” and there are two key elements in order to be

successful:

- a) making sure that you achieve your objectives;
- b) nurturing the relationship between the partners.

The management of the partnership could be done in many different ways. Something extremely important is the **organization of regular meetings**, especially in the early phases of the relationship. Although, the number of meetings can easily become overwhelming and sometimes repetitive, making partners feel eager to get on with the ‘real work’. Some of the main suggestions for substantial meetings are:

- a) Developing the agenda together;
- b) Finalizing all the topics of agenda on time;
- c) Ensuring the participation of all actors;
- d) deciding about action points and allocating follow-up tasks and timetables;
- e) beginning and ending on time;
- f) always keeping minutes from the meeting and sharing them on time.

Progress monitoring

Monitoring the progress of the joint work is essential. The monitoring could be done with many different approaches and tools (like MEAL tools etc.). Field visits and reports are some of the most common practices as well. It is recommended that after each field visit and report, the partners to discuss and reflect together upon the progress and main outcomes or challenges. Additionally, the partners should share relevant information among them (to donor or other agencies) on time, appraise each other for good job, celebrate achievements and “learn to learn”.

Communication

Furthermore, for a successful partnership to take place, the consistent communication norms are milestone in every interaction. Communication achieves the important task of dovetailing information for the benefit of the organization, while communication can resolve many conflicts and partnership break downs.

Partners have to be able to develop strong communication skills, becoming active listeners and learning to resolve any issues through dialogue. Additionally, the partners should develop feedback or complaint mechanisms in order to alert each other on any potential issues. This might include a feedback box or independent third-party (group or person) who can be contacted by phone or email. The effective feedback or complaint mechanisms are safe, confidential, transparent and accessible.



Tip Box

In case of any conflicts, it is highly suggested the way of resolution to be reflected in the partnership agreements/MoUs, while the jointly coordination and communication to be the main mechanisms for both prevention and management of any conflicts.

Coordination Mechanisms

According to Kadu “*the 4 types of coordination are*”⁹: vertical coordination, horizontal coordination and internal coordination.

The vertical and horizontal types of coordination are called internal coordination. Internal coordination is achieved through the following techniques which are related to different coordination options that someone can use in order to ensure effective coordination within the partnership:

1. Coordination through Effective Supervision,
2. Coordination through Organizational Process,
3. Coordination through Personal Contact,
4. Coordination through Effective Communication,
5. Coordination by Group Meetings.

All these modalities could be used in managing a partnership.

2.7 Evaluation of the partnership

Partnerships need to create methods for evaluating and revising aims and objectives. This means, providing opportunities to learn what has been successfully implemented and what has not, and to use these lessons learnt into revised plans. Formal performance management processes, such as clarifying performance expectations and providing feedback, also contribute to partnership monitoring and evaluation. Monitoring and evaluation also helps partners anticipate changes that may affect the partnership, so they can collaboratively plan for the implications of such change. It is recommended for the partners to participate in the Baseline Studies, Midterm Review, Program Evaluations (These include Participatory Impact Assessment, Self-evaluations, Peer Evaluations etc.).

Additionally, each partner should assess the value of the partnership for themselves, at minimum at the mid-point of the collaboration and at the end of the program of work that started the partnership, even if the partnership is committed to continuing. According to the Mercy's Corps guide, the evaluation of the partnership could be done through analysis regarding the following pillars: a) partnership set up, b) operational fulfillment, c) partnership approach, d) impact, e) benefit analysis (benefits, costs, organizational aspects).

2.8 Exit/Transition/Continuation of the partnership

Transition/Continuation or Exit are the last phases of the partnership circle. Before reaching these points, partners should reflect all together on the future of their relationship.

An open and honest discussion is recommended to take place in order to be understood by both sides when the partnership is transitioning into a new phase (transition/continuation) or ending. Every partnership relationship is unique. What motivates one organization or individual to continue working collaboratively might be very different from what motivates another. Ultimately, partnerships are effective only when all members see a value in continuing their participation and can willingly work together to achieve the common purpose.

Although partnerships need closure, this step is often missed. Too often partnerships end with a hard stop without substantial communication between members or they might terminate without a real ending, gradually dwindling down without formally closing out. Make sure to discuss, plan for, and openly acknowledge the departure of a member organization or the formal ending of your partnership. Finally, when a partnership is closing down, it's part of the natural cycle to consolidate learning. It is important to be provided a time for “lessons learned” process, where the partners will be thinking about what worked, what didn't, people they learned from, and from whom they want to continue to learn. That could be done through reflection groups, reporting or capitalization process.

In conclusion, building a relationship is not just the responsibility of organizational leaders, but of everyone working on the partnership. Good partnerships can take a lot of time, joint efforts and work. This can sometimes mean a greater focus on the partnership than on the program or the reason for partnering.

ENDNOTES

1 Definition of CSOs adopted by the OECD DAC: “all non-market and nonstate organizations in which people organize themselves to pursue shared interests in the public domain. It includes community-based organizations, environmental groups, women’s groups, farmers’ associations, faith-based organizations, co-operatives, professional associations, chambers of commerce, independent research institutes and the not-for-profit media.”

2 Safeguarding Policy: <https://www.tdh.ch/en/media-library/documents/child-safeguarding-policy>

3 Additional tools can also be found on our Tdh intranet: <https://doc.tdh.ch/risks> (see “resources” section)

4 Policy Prevention of the financing of criminal activities: <https://www.tdh.ch/en/media-library/documents/policy-prevention-financing-criminal-activities>

5 Policy on the Protection from Sexual Exploitation and Abuse (PSEA): <https://www.tdh.ch/en/media-library/documents/policy-protection-sexual-exploitation-abuse>

6 Source: <http://www.strengtheningnonprofits.org/resources/e-learning/online/partnerships/Print.aspx>

7 Check Annexes.

8 Based on the Mercy Corps’ Local Partnership Framework: <https://www.mercycorps.org/sites/default/files/mclocalpartnershipsguide.pdf>

9 <http://www.shareyouressays.com/knowledge/what-are-the-4-types-of-coordination-in-organizations-explained/116970>

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ANNEXES

[Annex I: Tdh and MENA Communication Tools Pager](#)

[Annex II: Stakeholder Analysis](#)

[Annex III: Local Partners Mapping Template](#)

[Annex IV: Standard Operations Procedures for Partnership](#)

[Annex V: Due Diligence](#)

[Annex VI: Organizations Capacity Assessment Tool \(OCAT\)](#)

[Annex VII: Simplified Capacity Assessment Tool](#)

[Annex VIII: CBOs' Assessment Tool](#)

[Annex IX: Partnership Agreement](#)

[Annex X: Partnership Process's Check-List](#)

EXTRA-ANNEXES - ONLINE ACCESS ONLY

[Annex XI: CAP+ ToC Narrative_Final](#)

[Annex XII: Capacity Development Action Plan](#)

[Annex XIII: AFD - Tdh - CBP - RH 10June 2019](#)

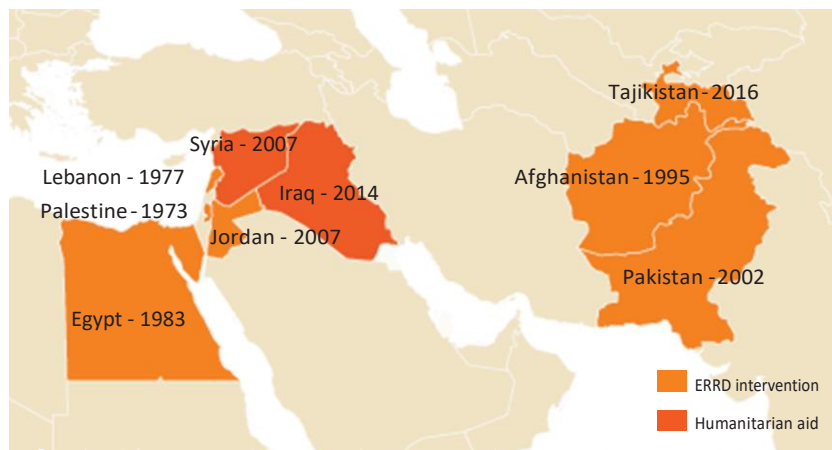
[Annex XIV: AFD CBP tdh 2019-TDH](#)

[Annex XV: Tdh ToC Situation and Outcome slides_FINAL](#)



Terre des hommes
Helping children worldwide.

MENA Region (Middle East, North Africa and Central Asia)



- **5 délégations:** Afghanistan, Egypt, Jordan, Lebanon, Palestine
- **2 offices:** Pakistan, Tajikistan
- **Donors 2018:** AFD, EU, UEFA, ECHO, WHO, EU, UNDP, WFP, SDC, UNOCHA, ALTAMANE, FD, Smartpeace foundation, UNICEF, UNHCR, FD, SDC, Swiss Solidarity, Caritas Germany, Swiss/Dutch/US/ French embassies
- **Budget for the zone:** 16 million CHF
- **Total number of beneficiaries 2018:** 308,097

MENA context key datas



Syrian crisis: 13.1 million people, including 5.3 million children and youth, require humanitarian assistance due to the conflict.



Over 950,000 Syrian refugees live in Lebanon, 76% of them are considered to live below the poverty line.



An estimated 75,000 children are working in different sectors, out of which 88% are boys.



Egypt hosts around 130,000 Syrian refugees along with refugees from many other countries.



6.2 million people, including 2.5 million children, are displaced within Syria, the biggest internally displaced population in the world.



More than 40 % of palestinian families in Gaza live under the poverty line. Child labour increased significantly those last years.



In Afghanistan, 75 % of the 3.5 million out of school children are girls.



An estimated 9-12 million children are engaged in various forms of child labour in Pakistan.



In the last years the number of detained children in closed facilities has increased in 132% in Tajikistan.



With over 3 million Iraqis currently displaced, the humanitarian crisis in Iraq remains one of the largest in the world.

Sources: Tdh, unicef, UNHCR, UNDP

Tdh's programmatic objectives



Migration

Jordan, Lebanon, Egypt

Enhance availability, quality and accessibility of services for children affected by migration in countries of origin, transit and destination.



Access to Justice

All countries of the region

Promote a restorative and desistance approach based on child-friendly justice, encouraging non-custodial measures for children in conflict with the law.



Maternal and Child Health

Afghanistan

Contribute to decrease maternal and child mortality, and the prevalence of child malnutrition.



Humanitarian Action

All countries of the region

Provide first aid to the most vulnerable children and their family through social assistance.

Transversal themes

Child marriage

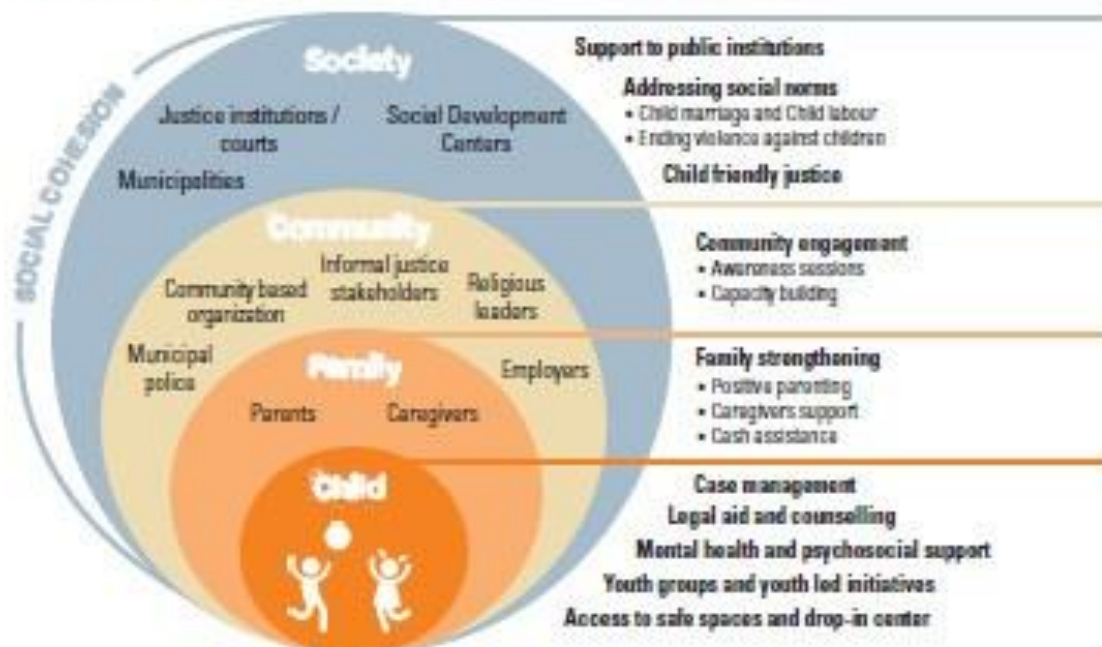
Child labour

Violence against children and youth

Social cohesion

Resilience

Tdh's model of action: inclusive and holistic approach



Mental Health and Psychosocial Support: A specific framework for children in MENA

Children and youth on the move and those in conflict/contact with the law are exposed to specific risks, **mostly due to negative coping mechanisms but also secondary victimization**. Through its MHPSS intervention and expertise, Tdh aims to increase **empowerment and resilience** of children and youth on the move and in conflict/contact with the law by strengthening **their internal resources as well as strengthening external protective resources**. Working at both individual and community response level, Tdh also supports and works to foster **social cohesion, community resilience and restorative justice**.

Youth participation and empowerment: Tdh's sustainable response

"I wanted to become a volunteer to give something back to the community. I come from Damascus, but I fled Syria in 2013 because I didn't feel it was safe to give birth to my child there. While I was a refugee in a camp in Jordan, I started to take part in the activities organised by Terre des hommes. It helped me to escape the crowded conditions and regain my confidence. That support encouraged me to take volunteer training. Everything I learned through Tdh in terms of psychological and social support, I give now share with child refugees. I supervise activities for the children, such as drawing and football training. This role has helped me to take control of my life and to block out unpleasant thoughts. I love my work. I feel like I've become a member of the community."
Amea, 22, Jordan



What are Tdh's added values in MENA?

Tdh's specific approach

Tdh's approach is grounded in a **resilience-based model of action based on the Triple Nexus that links Emergency, Rehabilitation and Development for a longterm impact on beneficiaries and youth empowerment. Following a holistic, systemic and agile approach, Tdh action aims at enhancing the well being of the child and his family (individual and collective assistance) and building the capacity of the national and local actors to ensure a protective child-friendly environment.**



Respect

- Solid safeguarding policy towards children, partners and Tdh's staff
- Tdh's "with them and for them" policy



Ambition

- Academic-based action (Child marriage, child labour, customary justice)
- Theory of Change implementation (Jordan, Migration and A2J programmes)



Commitment

- Deep rooted partnerships with local partners and communities
- Case management: Tdh's core expertise (Tdh recognized as the main CP actor in South Lebanon)



Courage

- Tdh is present in areas where there are only few other Child Protection organizations
- Tdh invests in "niche programmes", adapted to children's needs

Innovative practices to enhance the well being of the children



Access to Justice: a systematic linkage between formal and informal systems

Tdh is the leading reference on **restorative justice**, contributing to develop and improve justice child-friendly systems by enhancing the restorative and desistance approaches and in particular by promoting non-custodial measures (Palestine, Jordan), **specialized custodial care for children in detention** (Afghanistan), better **prevention and reintegration**, as well as foster cooperation and synergies in contexts of legal pluralism among **customary/informal and formal actors** (Egypt, Palestine). In Lebanon, Tdh is the main child relief agency working with religious judges and Palestinian Security Forces.

Child protection: FabLab in Gaza for emergency and humanitarian aid intervention

FabLab in Gaza is a way of engaging with children, youth and communities to foster **empowerment, participation, safety, mental health and support, promote and enjoy rights, independence and innovation**. It is also a **safe space** for children to develop their skills in digital environment, a network as well as an **opportunity for peer support**. For Tdh's staff, it is an **entry point to identify children and youth who need individual support**. Over the past six months, 152 children, youth and their parents had access to the FabLab.



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www.youtube.com/tdhmena
www.instagram.com/tdh_ch



Terre des hommes
Helping children worldwide

ANNEX II

	A	S	T	U	
1	Summary Indicators - Stakeholder				
2	Stakeholder	Mitigating strategies for negative impact.	Strategy to create/ensure the Stakeholder's interest/satisfaction - Communication	Strategy to create/ensure Stakeholder's interest/satisfaction - External relationship (who, how often, approach)	Strategy to create/ensure Stakeholder's interest/satisfaction - External relationship (who, how often, approach)
3					
4					
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26					
	Summary	Impact Analysis	Power_Evaluation Analysis	Tdh evaluation	Data collection
					Sh ...

	A	C	D	E	F
	IMPACT ANALYSIS				
	Stakeholder	Summary	Impact on the Current Implementation - Quantity and Quality (AOI, Outrea		
1					
2					
3	Name	JJ and Migration	Impact on the Areas of intervention (beneficiaries, areas) -Stakeholder bring competition -Stakeholder bring complementation -Stakeholder bring no added value	Value -Stakeholder bring competition -Stakeholder bring complementation and -Stakeholder bring no added value/no impact	Competences' specialization intervention -Stakeholder bring competition -Stakeholder bring complementation and -Stakeholder bring no added value/no impact
4		JJ and Migration	The stakeholder brings added value due to its presence in areas not covered by Tdh.	+	The stakeholder brings competitive CL,PSS and education although the complementation with case management and vocational trainings done relationship could bring complementary
5		Migration	-Three areas of intervention as Tdh. Stakeholder brings possible competition.	-	-Same sector of Intervention (PSS training). Stakeholder may bring complementation to ECD, Stakeholder may bring complementation.
6		JJ and Migration	-Present in all areas can bring complementarity in EJC, Zarqa, Jerash.	+	Stakeholder brings complementary health and reproductive health/lean work with disabilities, counselling.
7		JJ and Migration	National coverage	+	Specialized in advocacy and policy value and complementation.
8		Migration	-Stakeholder does not bring an added value neither competition as it intervenes in other areas, despite it seems a flexible actor that may change AOI.	0	Sector of interventions vary from f NFIs distribution. The stakeholder CP anyhow. No added value.
9		JJ and Migration	National coverage	0	The stakeholder brings complementary women empowerment mainly. No
10		JJ and Migration	Stakeholder has national coverage and in a relationship could bring added value also because they have a specialization related to education/V.T.	+	Sector of expertise complements Specifically for VTs and a strong education endorsed by MOE and a relation to JJ it could bring complement already an established role in ment in conflict with the law.

A		B	C	D
1				
2				
3				
4				
5				
6	No.	Summary Sector / Type Of Service	Organization Name	Sector / Services Provided
7	1	Dropout Services	Social Support Center (SSC)	Alternatives to formal education for students who dropped out of school two years ago or more
8	2	Educational Services	Zahrat Al Mada'en Kindergarten	Discounts On school fees
9	3	Educational Services, Income-Generating Enterprises, Recreational Activities	Al Shoa'a Association for child and women Development	Literacy Courses, Handicrafts - Flowers arrangements - pottery courses, Youth Employment Programs
10	4	Educational Services	Othman Bin Affan Society	Scholarships to Orphans
11	5	Educational Services, Psychological Services, Recreational Activities, Vocational Training Services	Khawla Bint AlAzwar Charity	Scholarships to Orphans, Psychosocial Support, Psychological And Social Counseling, Recreational Activities for Children, Air Conditioning Courses, Selling and Negotiation Skills (Collaboration with al Saleh and Al Quds Charity Programs), Remedial Classes - Beauty Courses hand crafts - youth empowerment - fitness
		Educational Services, Income-		
		CBOs CBCs LINGOs INGOs Government +		

ANNEX IV

<u>Key Indicators of Compliance with this SOP</u>	
<ul style="list-style-type: none"> All Partnership Agreements are shared with HQ prior to signature. Each partner should have an original copy of the partnership agreement. Based on the capacity assessment and level of risk assigned to the partner, special conditions may be inserted into the partnership agreement. This may acquire additional monitoring visits. All partnership related meetings should be documented and saved in a relevant project folder. For more information please contact the relevant project managers. 	
<u>Detailed Process</u>	
Step	Details
1. Due Diligence Phase	<p>1.The partner can be contracted through an unsolicited or open solicitation process. If it's through open solicitation, the PCM announces the Request For Application (RFA). The applications are reviewed by a selection committee. If it's unsolicited process, the project idea needs to be discussed with the Country Representative and Project Approval Form should be filled. Please see Annex 10 (referenced at the end of the document)</p> <p>2. PCM and Finance Department check Partner Database for previous collaboration and recommendations. (Please see annex 12) This should include program and finance feedback on the partners performance on activities from previous experience.</p> <p>3. PCM and Finance Department conduct Due Diligence Checklist and collect supporting documents from partner. The Due Diligence Checklist is part of the Organizational Capacity Assessment (See Annex 1)</p>
2. Organizational Capacity Assessment Phase	<p>1.PCM and focal points from each support department schedule a date with partner in order to conduct the OCAT. The OCAT covers Safeguarding, Procurement, Finance, M&E, HR and Technical CP questions.</p> <p>2.Each OCAT section is scored with an overall average and percentage which provides a better understanding of the key areas identified that require additional training.</p> <p>3.Based on the recommendations section, a detailed capacity building plan is drafted highlighting the training dates, training participants, trainer available in reference to the key areas that need to be worked on.</p> <p>4.It's important to note the organizational capacity assessment indicators listed which need to be followed up on between the MEL manager and the PCM.</p> <p>5.Based on capacity assessment results, special conditions may apply to the partnership agreement.</p>
3. Award Phase (Incl. Organizational	1. PCM drafts partnership agreement and annexes (Budget, Reporting Schedule, Payment Schedule, Cash Request, Supporting

ANNEX IV

Capacity Development Plan]	<p>Documents Checklist, Procurement guidelines, and Training Schedule Template, Child safeguarding policy, code of conduct)</p> <p>2.PCM shares partnership agreement with annexes to HQ.</p> <p>3.PCM prepares monitoring plan and training plan with support departments.</p> <p>4. Partner and Tdh review and sign two partnership agreement originals.</p> <p>5. Partner and Tdh review capacity development plans.</p> <p>6. Grant kick off meeting is conducted with Partner (agreement articles, project activities, budget, monitoring plans, M&E targets, etc)</p>
4. Implementation Phase and Capacity Building	<p>1.Technical and organizational training dates are agreed and CB activities take place during project cycle process (pre and post tests, evaluation report, training report, attendance sheets are documented and filed).</p>
5. Reporting	<p>1.Partner submits narrative report to Area Manager and PCM. Area Manager and Project Manager are in charge of reviewing and approving it. Partner also submits financial report with supporting documents to Area Manager, Senior Admin Finance Officer and PCM. Senior Admin Finance officer is in charge of review with support from PCM. Partner submits cash request once the review and comments are addressed and shared.</p> <p>2. Partnership Manager, Admin and Finance Department and relevant Programme Department share a project google drive folder for archiving financial and narrative reports of all partners. This also includes feedback on financial and narrative reports. PCM will ensure that Area Managers and Senior Admin and Finance Officer respond to partners with their feedback.</p>
6. Monitoring Visits	<p>1.Tdh staff review monitoring visit tools (Monitoring Report, Office Monitoring Checklist) and inform partner on when the monitoring visit will take place.</p> <p>2.Tdh staff conduct monitoring visit using monitoring report (Annex 2) and discusses the findings with partner as part of debriefing.</p> <p>3. Based on monitoring visits, Tdh will verify whether corrective action/action plans need to be put in place with deadlines.</p> <p>4. Office Monitoring Checklist should be conducted at least 2 to 3 times per each project. This includes a list of supporting documents that need to be reviewed at the partner's office.</p> <p>4. Office Monitoring checklist, Corrective action/action plans (if any) with the Monitoring Report need to be shared with Area Manager, Head of Finance department and Program Co. (Country Representative can be included depending on the severity of the issue]</p>
7. Conduct periodical Organizational Capacity Assessment	<p>1. It is recommended to conduct the organizational capacity assessment at least in the beginning (baseline) and at the end of the project cycle (endline). Once the Organizational capacity assessment is completed the assessment team together with partner decides which sections should be prioritized for capacity building. The endline</p>

ANNEX IV

	enables Tdh and the partner to measure if the expected progress is achieved and if not adjust CB plan accordingly.
8. Closeout Phase	1. Tdh will conduct a close out visit with the partner one month prior to the end date of the project. 2. Tdh will conduct a close out checklist (Annex 4) 3. Review partnership corrective action/action plan with partner. 4. Discuss sustainability plan with partner.

Annexes



OCAT -

Annex 1. Organizational Capacity Assessment (incl. Due Diligence Checklist)

1. Institutional Capacity Assessment with capacity assessment indicators, 3. RACI model



Monitoring-Visit-Report-Template.docx

Annex 2. Monitoring Report



MONITORING-Office Monitoring Visit

Annex 3. Office Monitoring Checklist (Finance)



CLOSE-OUT-Subgrant Closeout Checklist

Annex 4. Close-out Checklist



Conflict of Interest Statement.docx

Annex 5. Conflict of Interest Statement



Forming a Selection Committee - Tdh Doc

Annex 6. Selection Committee Process



EVALUATION MATRIX ATTACHMENT

Annex 7. Selection Committee Matrix

Annex 8. Supporting Documents Checklist (to be updated to reflect TdHL and donor



Annex 8 - Supporting Documents requirements)



Annex 9 - Progress Report Template.docx

Annex 9. Narrative Report Template



Project Approval Form.docx

Annex 10. Project Approval Form

Terre des hommes

Helping children worldwide. tdh.ch

Document list

List of documents required

List the names of the sub grantee of directors and senior management and obtain copies of their I.D.s

Does the organisation have a bank account? (please attach)

Will the organization create a sub-account for this project?

Have all the sub grantee board members completed the Conflict of Interest Disclosure Statement? Are there any conflicts of interests that need to be resolved?

Human Resources

Human Resources Manual

CVs and Job Descriptions (of the staff members employed for this project)

Does the organization have an organizational chart? Please attach.

Does the organization have a recruitment SoP? Please attach.

Communications

Does the organisation regularly produce communications materials about the organisation and its activities? (Brochures, Facebook page, website, leaflets, videos, success stories, case studies, etc.)

A copy of the organization's logo

Legal documents

Provide Ministry of Interior registration number and get copy of certificates

Provide Ministry of Finance registration number and get a copy of certificate

Due Diligence

Provide Ministry of Interior registration number and get copy of certificates				
Provide Ministry of Finance registration number and get a copy of certificate				
Organizational Management				
Provide copies of organisation's charter/by laws				
An organisational chart or list of full time staff, part time staff and volunteers				
Finance				
Latest audited financial statement – As submitted to the MDI «last annual report» (if registered) of at least two years				
A copy of partner's finance manual				
Reference of Auditor contact information				
Procurement				
A copy of partner's procurement manual				
A copy of the last physical inventory performed				
Child Safeguarding and Complaint Response Mechanism				
Signed Code of Conduct				
Signed Conflict of Interest Declarations				
Signed Child Safeguarding Policy				
Does the organisation have functioning CRM				
Signed Risk Provisions Document (NEW)				
Signed Legal Provisions GCC and Safeguarding guidelines (NEW)				
External Stakeholders				
Three Project References				

OCAT				
Main Topics	Organizational Management	Finance Management	Project Cycle Management	External Relations
Sub-topics	Legal Status	Bank Account	Needs	1. The organization
	Mission and Vision	Cash Management	Project design	Community
	Strategic Planning	Accountant	Project Implementation	
		A proper book keeping system	M&E	Receiving technical support, training and/or services
		Internal Control		Receiving fund
		External financial		Link with
		Budgets Management		Link with the private sector
		Audit		Fund raising
				Network
				Communication/ branding strategy
				Annual report

A	B	C	D	E
1. Organizational Management				
	Indicator and Sub-Indicators	Total Points	Achieved (Y/N)	Points Earned
5	Human Resources Management			0,00
5,1	Does the organization have paid staff?; If so:			0,00
5.1.1	Do the paid staff have a contract outlining terms and conditions			0,00
5.1.2	Are the contracts in line with labour policies, rules and regulations, incl. remittance of social charges etc.?			0,00
5.1.3	Do the paid staff have clear written job description / terms of references TOR?			0,00
5,2	Does each staff member know and understand the objectives and task to be performed in his/her job and how this aligns with			0,00
5,3	Does the organization have a manual reflecting current human resource policies?			0,00
5,4	Does the organization have specific safeguarding policy ?			0,00
5,5	Is there any anti-discrimination policy adhered in all Human resources process with staff or volunteers (e.g. promotions,			0,00
5,6	Are the organization's members and staff aware in gender sensitive while carrying out their work?			0,00
5,7	Does the organization communicate new regulations and policies to staff members?			0,00
5,8	Does the organization have an up-to-date organizational chart and is it visible? If so ,			0,00

2. Financial Management					
	Indicator and Sub-Indicators	Total Points	Achieved (Y/N)	Points Earned	Purpose and Definition
1	Bank Account				
1,1	Does the organization have an active bank account for at least the last 6 months?			0,00	A bank account is an account in any organization. Not all organizations have a bank account. Managing finances efficiently requires a bank account also for small organizations. Usually bank accounts are opened in the name of the bank account will manage the organization's development and other financial matters.
1,2	Can the organization receive and transfer funds?			0,00	
1,3	Are bank statements up-to-date and properly filed?			0,00	
2	Cash Management				
2,1	Does the organization have a lockable cash box or safe to keep its cash?			0,00	A simple cash book record is maintained. It has two sides, namely, income and expenditure. Money safe from unauthorized access.
2,2	Does the organization maintain an up-to-date cash book filled on daily basis as required?			0	
3	The organization has accountant			0,00	
3,1	Does the organization have an accountant?			0,00	The accountant takes responsibility for the organization's banking and is responsible for the financial situation of the organization.
3,2	Does the accountant have a clear Terms of Reference (ToR)/ job description?			0,00	
3,3	Can accountant explain his/her duties and responsibilities?			0,00	
3,4	Does the accountant have the necessary qualifications and skills to carry out his/her duties and responsibilities?			0,00	
3,5	Does the accountant regularly report to the executive committee/board the financial indicators of the organization?			0,00	
4	The organization maintains a proper book keeping system			0,00	All organizations need to maintain a proper book keeping system.

3. Project Cycle Management					
	Indicator and Sub-Indicators	Total Points	Achieved (Y/N)	Points Earned	Purpose and
1	<i>The organization is able to plan and implement needs assessments/surveys, analyse the information, prioritize and identify potential solutions</i>			0,00	
1,1	Is the organization able to hold focussed discussions and listen to			0,00	A needs assessment
1,2	Has the organization carried out any needs assessment or survey in the last 2 years?; If so:			0,00	systematically, information in
1,3	Has the information from this assessment or survey been analysed and used to identify a solution to the problems/needs in a well-informed way?			0,00	need, why, and it.
1,4	Has the organization taken into account gender inequalities in need assessment?			0,00	
2	<i>Project design</i>			0,00	Project design
2,1	Is the organization developed any project and/or programmed in the last 2 years? If so:			0,00	fairly easy by the situation in the
2.1.1	Does the project design take into consideration the findings of a needs assessment			0,00	writing down the difficult. A project
2.1.2	Are projects linked with the organizational vision, mission, and the strategic plan?			0,00	framework that formally for a
2.1.3	Do these proposals contain clear goals, objectives and activities of the proposed intervention for example having logframe			0,00	project for the the ideas are not
2.1.4	Are the indicators smart and developed at the project design?			0,00	they do not exist facilitates app
	Does the organization take into consideration the cultural, socioeconomic and social matters related to gender and inclusivity of				conception of
1. Organizational Management		1.(a) Organizational Management		2. Financial Management	

Summary of Assessment findings and recommendations

Name of organization: TSS			
Organisation Capacity Assessment Total Average Score: 36.51			
Key Areas of Assessment	Key Strengths	Key Improvement Areas Identified	Key Recommendations Team/Facilitator
Good governance and Organizational practices	Staff members are aware of key operations/programs/activities The organization has the capacity to manage contracts/agreements The organization has an AOP plan in place.		
Project Cycle Management (PCM)	Very strong relation with municipalities, SDCs and ISF. The organization specify tools for qualitative and quantitative data.	The organization has not conducted or carried out any needs assessment or survey in the last two years. The organization only uses excel word database The community/beneficiaries in program activities do not provide feedback, and the organization does not provide updates on program results based on their feedback. This is only conducted through direct visits from the director. The organization do not discuss completed activities/programs They do not have dedicated M&E staff in place due to lack of funding.	1. They need more training (assessment) data pro plans, AI training. 2. Monthly coaching : (M&E in general and in specific) 3. Train a specific staff in M&E, and therefore from the program for M&E 4. Support organization to have a clear process and lessons learned.
Human Resource management and Capacity Administration , Financial Management and Fiduciary Risk	Procurement plan in place Organization has own independent logistic staff (apart from admin finance department) The organization has a tax identification number (TIN)	The organization does not collect quotes or conduct tenders for high value purchases. The organization does not have a procurement call for tender committee. The organization does not have written procurement procedures SOPs The organization does not have an updated stock	Support organization in order for them to buy quotations for purchase future projects. Train logistics staff to support organization's procurement and development


TSS

CB Action Planning





Coordination, networking with stakeholders and Advocacy	<p>The organization's actions are well accepted by stakeholders of its area of intervention</p> <p>The organization selects beneficiaries neutrally</p> <p>Organization has prepared an annual report for the last year outlining key achievements.</p>	<p>The organization only uses gender ratios in beneficiaries selection according to donors.</p> <p>The organization's sources of funding is only from municipalities, stakeholders and ministries since funding from UNICEF is not sustainable.</p> <p>The organization has not received adequate in-kind technical support, training and/or services from a state and/or non-state actors in the last two years.</p> <p>The organization has not signed a contract with any private company/business within last two years.</p> <p>The organization has not developed a communication strategy.</p>	<p>Provide opportunities not related to local gov</p> <p>Support partner to rec support/training.</p> <p>Train partner to develo</p>
Child Protection/ Safeguarding Children Policy		<p>The key staff mentioned that they are aware about protection but through discussion it seems they are not</p>	<p>The training need as below</p> <p>Keeping Children Safe - 1</p> <p>Safe identification and re GBV</p> <p>PSS</p> <p>Positive parenting</p> <p>Worst form child labour</p> <p>Facilitation skills and lear</p> <p>Child protection and GBV</p> <p>Disability Inclusion</p> <p>Closed coaching</p> <p>Communication</p> <p>Coordination and network Planning</p>
Child Protection Programming (Only for			
Water Sanitation and Hygiene (WASH) Health (MCH)			
<p>Name and position of Assessment Facilitator: Rawia Abadi MEL</p> <p>Manager, Ayman Hamadeh Administrative and Finance</p> <p>Coordinator, Fatme Aradat Child Protection Area</p>			
Date:			Signature :
Note : Partner should prepare detail implementation plan based on this summary and recommendation			



ANNEX VIII

A	B	C	D	E	F	G	H	I	J	K
1	 Terre des hommes Helping children worldwide. tdh.ch	Weight: 4 Score: 4 - 4	4	1	2	3	4	Verification means, see below	Score: 4 - 4	4
2	Leadership , Managerial & Project Management Capacities									
3	Pre-assessment									
4	Does the CBO have clearly stated mission or vision statement	4	4	No	Understands the necessity, but nothing written	There is a strategy but needs to be updated	Yes	Availability of a clear mission or vision .	0	
5	Does the CBO have a written strategy with clear objectives	4	4	No	Understands the necessity, but nothing written	There is a strategy but needs to be updated	Yes	Availability of a professional strategic plan	0	
6	Does the CBO have a written, achievable operational or work-plan , and does this operational plan correspond to the CBO's strategic objectives.	4	4	No	Understands the necessity, but nothing written	There is a strategy but needs to be updated	Yes	Availability of solid operational plan.	0	
7										
8	Does the CBO have all needed staff / workers / volunteers / interns who can successfully perform their different work-assignments based on CBO's operational plan .i.e. Technical advisor , CBO's manager etc.	4	2	No	Have some staff but need more staff and training	Have enough staff but need more training	Yes	Availability of all needed qualified workers at the CBO	0	
9										
10	Does the CBO provide a continual supervision , assessment , guidance , and direction to the employees , interns , or volunteers	4	3	No	Occasionally	Yes, but should be more consistent	Yes	Questions and analysis by assessor	0	
11										
12	Does this CBO's management or leadership use a participatory, inclusive approach with their team.	4		No	Occasionally	Yes, but should be more consistent	Yes	Questions and analysis by assessor	0	
13										
14	Does each one of the employees / interns / volunteers receive a clear induction on the CBO's charter / code of conduct / code of ethics .	4		No	Occasionally	Yes, but should be more consistent	Yes	Availability for an induction file , and induction	0	
15										
		Leadership & Project mgmt.app			CP capacity readiness			Financial solidity		
		Summary table & bar ...								

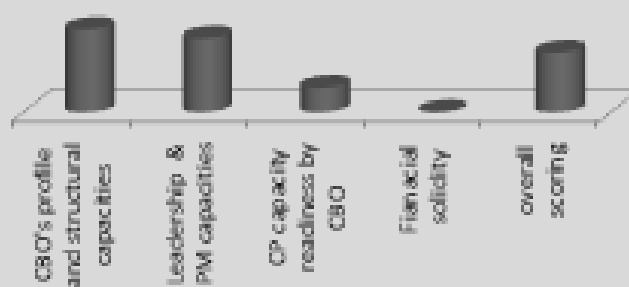
ANNEX VIII

	A	B	C	D	E	F	G	H	I	J	K	L
		 Terre des hommes Helping children worldwide. tdh.ch	Weight-4	Score: 1 - 4	1	2	3	4	Verification means , or how	Score: 1 - 4	1	2
7		Does the CBO have a written communication plan and do they implement it.	4		No	There is an understanding of the necessity of it , but nothing is written	There is a plan but needs to be updated	Yes	Availability of a professional , and consistent internal communication plan	0		
8												
9		Does the CBO has a board committee , and does this board has an active members who provide needed guidance and support .	4		No	There is a board but not active	Board members are active but need more	Yes	Questions and analysis by assessor	0		
10		Does the CBO has a written conflict of interest policy , or procedure , and is it approved by the MOL .	4		No	Undertands the necessity , but nothing written	Written policy is available but it is not approved	Yes	Approved and applied policy .	0		
11		Does the CBO's team or management have an understanding of Tdh's mission	4		No	limited understanding	general understanding	Yes	Questions and analysis by assessor	0		
12		Does the CBO have prior experience in project management with donor agencies	4		No	There were attempts but no real project was implemented	There were some projects , but needs further development	Yes	Projects proposals and monitoring and evaluation	0	0	
13		Does the CBO have someone who is completely qualified to write technical proposals	4		No	Convinced of the need but no one available	There is someone there but in need of more	Yes	Availability for proposals writer	0	0	
14		Does the CBO have someone who is competent to manage a complete project cycle	4		No	Convinced of the need but no one available	There is someone there but in need of more	Yes	Availability for project manager	0	0	
15		Does the CBO have a monitoring and evaluation system in place	4		No	Idea is good but no one	There is someone	Yes	Availability for M & E	0	0	

 Terre des hommes <small>Helping children worldwide</small>		Project ID	1	2	3	4	Verification means & or tools	Score: 1-4
CP capacity readiness								
Pre-assessment								
1	Does the CBO working staff/volunteers/ interns possess enough CP knowledge and technical skills to perform successfully their different duties or assignments .	4	3	No	Yes but not able to conduct activities autonomously	Yes, can conduct activities autonomously but need more training	Yes, fully autonomous	Availability for referral database, training presentations
2	Do staff / volunteers have the essential knowledge and technical skills to deliver Life Skills training/activities to the targeted beneficiaries.	4		No	Yes but not able to conduct activities autonomously	Yes, can conduct activities autonomously but need more training	Yes, fully autonomous	Initiative plans & reports, in addition to the PDI & activity plans/s
3	Do staff / volunteers have the essential knowledge & technical skills to deliver PSS activities to the targeted beneficiaries.	4		No	Yes but not able to conduct activities autonomously	Yes, can conduct activities autonomously but need more training	Yes, fully autonomous	Pre & post assessments, attendance sheets, activity plans/s.
4	Do staff / volunteers have the essential knowledge & technical skills to deliver community mobilization activities .	4		No	Yes but not able to conduct activities autonomously	Yes, can conduct activities autonomously but need more training	Yes, fully autonomous	Initiative plans and reports, attendance sheets.
5	Does the CBO have someone who is qualified to deliver learning support services "LSS" .	4		No	Basic level needs more training	Good level needs more training	Yes	Availability for qualified trainer
6	Does the CBO have the essential knowledge & technical skills to identify cases and make referrals to case	4		No	Want to learn but need training	Good capacity need more training	Yes	Availability for qualified trainer
7	Does the CBO have the essential CP manuals, references documents	4		No	basic but lack documents	Good documents available but some gaps	Yes	
	Does the CBO create a network with the community, beneficiaries, local partners			No thought given	Small network	Good network but needs to be	An extensive network has	Stakeholder list or analysis

 Terre des hommes <small>Helping children worldwide - tdh.ch</small>		Weight - 4	Score: 1 - 4	1	2	3	4	Verification or Test
Financial Solidarity								
Pre-assessment								
1	Does the CBO have a yearly budget and is it reviewed and approved by the Board of committee on a year end or start bases .	4		No	Understands the necessity of a budget, but no budget is available	A budget is available , but it is not approved by the board of	Yes	Budget
2	Does each one of the units , sections , departments , projects , or functions that is working for the CBO have a clear understanding of existing budget and have cash forecast	4		No	Understands the necessity of having a clear budget and a cash forecast but doesn't exit.	Budget/ cash forecast is available but not all related parties use it	Yes	Budget and forecast
3	Does the CBO have an accountancy system	4		No	There is no system , but basic accountancy exists	Accountancy system exists but needs to be strengthened	Yes	Fully functional accountancy system with regular and final reviews
4	Does the CBO has clear and approved procurement policy or procedure , and does they follow the approved guidelines for this policy or procedure	4		No	Some procurement initiatives but not sufficient	There is a policy which is not approved	Yes	Availability of designed policy with implementation
5	Does the CBO provide any of it's workers with petty-cash fund , and if it does ,does they have a clear approved and written policy to manage the petty-cash fund , and to reconcile it on either monthly or quarterly	4		No	There is a petty cash but no policy	There is a petty cash and a policy which is not implemented	Yes	Availability of petty-cash and the approved policy
6	Does the CBO have an annual audit done by an external audit company and is it approved by the CBO Board members?	4		No	Aware of need but nothing in place	An audit is done , but not approved by the board	Yes	An approved report by board members external audit
7	Does the CBO have a policy/procedure for delegation of authority. (Signatory authority, procurement committee/procedures)	4		No	Aware of need but nothing in place	A matrix but not implemented	Yes	Approved
			Financial solidity			Summary table & bars chart		+
 CP capacity readiness								

Layers	TDH rating of scores	TDH Points
CEO's profile and structural	32%	33
Leadership & PM capabilities	24%	17
GP capacity readiness by financial score	4%	3
	0%	0
Overall scoring	23%	53



5

Action Plan

what	who	when	how	output
------	-----	------	-----	--------

ANNEX VIII

	Post-assessment "TDH scoring"						
& Bars Charts							

Total weights	Layers	TDH ratios of	TDH Points
104	CBO's profile and structural	0%	0
60	Leadership and managerial & Project Management	0%	0
32	GP capacity readiness by	0%	0
36	Financial	0%	0
232	overall scoring	0%	0

TDH ratios of scoring

overall scoring 0%

Financial solidity 0%

GP capacity readiness by CBO 0%

Leadership and managerial & Project Management capacities 0%

CBO's profile and structural capacities 0%

[illegible]

Partnership Agreement

Cooperative Agreement (core articles)

Partnership Agreement
between
Partner's name &
Terre des hommes Foundation

Beginning of contract to end of contract

PROJECT NAME
PROJECT PERIOD

Date of Signature:

Initials THF

Initials Partner

Partnership Agreement

A) **Partner's name**, (hereinafter referred to as "**XXX**"), represented by ..., address, email address and phone number, and

B) **Terre des hommes Foundation**, 15 Avenue Montchoisi, 1008 Lausanne, Switzerland, registration n°... (hereinafter referred to as "**Tdh**"), represented by its Country Representative in **Country name**, name of the Country Representative, address, email and phone number.

WHEREAS it is the shared intention of **Partner** represented by **NAME OF PARTNER REPRESENTATIVE**, on the one hand, and **Tdh** represented by its Country Representative in **COUNTRY** on the other, to collaborate on **DOMAIN OF PROJECT AND GEOGRAPHICAL SCOPE**;

REAFFIRMING their strong commitment to **AIM OF THE PROJECT AS DEFINED IN PROJECT DOCUMENT**;

REITERATING the fundamental government responsibility to **ELABORATE** pursuant to Article **SPECIFY** of the Convention on the Rights of the Child;

RECALLING the Convention on the Rights of the Child under which this partnership operates as well as applicable domestic legislation;

The **mentioned parties** (hereinafter referred to as "the Parties") hereby agree as follows:

Date of Signature:

Initials **Tdh**

Initials Partner

Partnership Agreement

ARTICLE 1: Description of the Parties to this Agreement

1.1 Tdh is an international NGO with its head office in Lausanne, Switzerland (registration number, date).

1.2 Partner's name is a registered organization under the What is named in the specific country, for example: Societies' Registration Act, XXI of 1860 No. S - 45 dated March 02, 1978.

1.3 Both Parties are voluntary non-profit organizations, which are secular in nature and without political or ethnic bias (if it is not the case, delete the non-necessary information).

1.4 The Parties will provide each other with all relevant documents related to the legal status of their organization and management systems and inform each other as soon as possible and in writing if any changes are anticipated or take place.

ARTICLE 2: Scope and Nature of Cooperation

2.1 The Parties will work together in the execution of the Project, and complete the tasks identified as their respective responsibility in conformity with the agreed Project Document and Budget (Annex 1). The Project Document and the Budget, as finalized and signed on (date) in (location), define the scope and nature of the cooperation between the Parties and form an integral part of this Agreement.

The Parties agree to work closely together to ensure activities are implemented as stated in the Project Document and the achievement of the objectives agreed therein.

ARTICLE 3: General Responsibilities of the Parties

3.1 The Parties are cognizant of and adhere to the law of the Land and the Country Government regulations.

3.2 The Parties will ensure good governance in their respective organizations, in accordance to the Good Governance Checklist in Annex 4.

3.3 The Parties agree not to offer, promise or accept, either directly or indirectly, gifts or concessions which could be construed as illegal, corrupt or fraudulent practice (see Annex...). Tdh refers to the sanctions stipulated in Article 10 of this Agreement.

3.4 Responsibilities of Tdh:

Tdh commits to:

- a) Provide funding towards the execution of the Project as specified in Article 6.
- b) Support Partner by providing technical support and close field supervision of operations;
- c) Ensure proper and timely communication between Tdh's Head Office, the Tdh Country Office and Partner.

3.5 Responsibilities of Partner:

Partner commits to:

- a) Deliver the Project as per the objectives and terms indicated in the approved Project Document and the Budget, and in line with the time bar chart;
- b) Assume responsibility for the efficient management of the programme's activities;

Date of Signature:

Initials Tdh

Initials Partner

Partnership Agreement

- c) Seek written permission from Tdh Country Office before applying any modifications to the project;
- d) Operate its programme in compliance with the relevant legal and financial requirements as specified by the Government of Country name;
- e) Assume full responsibility for employing personnel in order to deliver the Project according to the contract and within the budget;
- f) Ensure that the fulltime local staff engaged for the Project are exclusively involved in activities related to this Project as per the Job description assigned.
- g) Work closely together with the Tdh team members assigned to the Project;
- h) Not to enter into third party agreements to subcontract part or all of the agreed activities in the Project Document.

ARTICLE 4: Child Safeguarding Policy

4.1 Tdh expects a commitment to best practices in Child Protection from all its partners. Partner commits to Tdh Child Protection Policy in the case it does not have its own Policy, and applies this Policy in order to ensure that all children in its care benefit from a professional standard of care (Annex 3).

4.2 All Partner's staff employed by the Project will sign its Child Protection Policy if existing, or Tdh's Child protection Policy. Copies of these signed policies shall be made available to Tdh. Moreover, the Child Protection Policy, be it Tdh or Partner's, has to be signed by all visitors to the Project.

4.3 Partner will report to Tdh any suspected or actual child abuse connected to this Project as soon as the abuse is brought to their awareness.

ARTICLE 5: Policy on Prevention against the financing of criminal activities

5.1 The Partner shall not engage in any financial transaction or other dealing with an individual or entity that is proscribed on an official government, EU or UN list because it is directly or indirectly associated criminal activities.

5.2 The Partner shall not engage in any financial transaction or other dealing with an individual or entity knowing, or having reasonable cause to suspect, that it will be used for the purposes of criminal activities.

5.3 The Partner shall provide to Tdh for screening purposes the names and dates of birth of its legal representative and Board of Directors, as well as the names and dates of birth of legal representative of any sub-grantee groups or individuals who are due to receive funds from the Partner as part of the Project. For the avoidance of doubt, this requirement does not extend to beneficiaries. For this purpose, the person concerned by the screening will fill the template 'Individual Screening Agreement' (Annex 7).

Date of Signature:

Initials TdA

Initials Partner

Partnership Agreement

5.4 The Partner shall inform Tdh immediately if it becomes aware of any link whatsoever between the Partner and any organization or individual who may be perceived to be linked in any way to terrorism or who appears on any sanctions list, including but not limited to any detected, suspected or attempted:

- financial transaction or other dealing with a terrorist group or other individual or entity directly or indirectly involved in terrorism activities or other criminal activities; and
- diversion of Project assets, funds or resources to a terrorist group or other individual or entity directly or indirectly involved in terrorism activities or other criminal activities.

ARTICLE 6: Reporting Requirements

Narrative Reporting

6.1 A monthly situation report is to be submitted to Tdh Country Office by the 5th of the following month at the latest (this should be maximum number of page);

6.2 Reporting schedule: TO BE ADAPTED AND COMPLETED DEPENDING ON THE CONTRACT AND AGREEMENT WITH DONOR

The progress report narrative shall include a discussion of the status of Project implementation, a description of completed Project activities and an analysis on whether the expected outcomes have been achieved. The report shall compare actual against planned activities for Number months, Project activities for the following period, and if necessary, explain why activities or outcomes are delayed or not accomplished. The progress report has to be signed by the Chairperson of the organization.

Within 60 days after the Project completion date, Partner shall submit to Tdh an annual report in the prescribed format. The report shall provide an analysis of Project outcomes including an assessment of the impact the Project has had on the beneficiaries and a summary of lessons learned that might be relevant to replication, unintended results and problems, delays or adverse conditions that prevented the attainment of planned goals.

6.3 Reporting template: TO BE COMPLETED DEPENDING ON THE CONTRACT AND AGREEMENT WITH DONOR

Financial Reporting

6.4 A monthly statement of Accounts and Balance Confirmation Certificate from Bank is to be submitted to Tdh Country Office by the 5th of the following month at the latest. The statement will be signed and accompanied by all supportive documents Tdh deems necessary. The monthly accounts template is provided by Tdh in Annex 2.

6.5 Reporting schedule: TO BE ADAPTED AND COMPLETED DEPENDING ON THE CONTRACT AND AGREEMENT WITH DONOR

No later than 60 days after the Project completion date, Partner shall submit the consolidated report of external auditors, including its management letter, showing separately a financial statement of the Project and the remittances received from Tdh. The selection of the auditor must be approved by Tdh. The Financial Report must be signed by the Chairperson, the Treasurer and the Accountant prior to its submission.

6.6 Reporting template: Will be provided by Tdh at the beginning of the project.

Date of Signature:

Initials Tdh

Initials Partner

ARTICLE 7: Financial Management

7.1 Budget

- a) The overall budget for the Project is specified in Annex 1, amounting to XXX Currency maximum.
- b) Changes within the overall budget are not permissible without consultation with and the prior written consent of Tdh. However, variations on each budget line are possible provided that (a) the variation is no more than ten percent (10%); (b) the variations are within the scope of the Project Document and its expected results; and (c) the total Budget is not exceeded. Any variations exceeding ten percent (10%) require the prior written consent of the Tdh Country Representative.
- c) Partner A must submit an updated annual budget statement no later than 30 days before the start of each new Project year.

7.2 Payments

- a) Payment by Tdh will be made to a separate Project bank account (number);
- b) Payments by Tdh will be made upon request from Partner, after receiving a duly filled fund request in the prescribed format and a financial statement on the level of expenditures;
- c) Funds transfer schedule: TO BE COMPLETED DEPENDING ON THE SCHEDULE AND IN RELATION TO THE SUBMISSION OF THE NARRATIVE AND FINANCIAL REPORTS
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 -
 -
 -
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- d) The schedule above may be amended by Tdh depending on the degree of advancement of the Project and the level of expenditures of the month preceding the fund request;
- e) The payment released by Tdh Head Quarters / Tdh Country Office to Partner will be made prior to the 10th of the month in which the funds transfer is scheduled;
- f) In no event will Tdh be liable for payments or costs incurred for work that is not appropriate to the accomplishment of the project's activities, which is not indicated in the Project Proposal or which has not been agreed by Tdh.

7.3 Financial standards

- a) All accounts maintained by Partner shall follow the Globally Agreed Accounting Practices as well as the rules and regulations of name of the country and be consistent with Tdh rules and regulations.
- b) Partner shall keep all financial and accounting documents of the Project at least ten years after completion of the Project. During this time these documents shall be kept at the disposal of Tdh at any time.
- c) Other requirement depending on the donor, etc.

ARTICLE 8: Monitoring and Evaluation

8.1 Tdh regularly monitors the Project and a schedule of monitoring and evaluation will be agreed upon. The schedule shall include :

- a) Periodic monitoring visits by the Tdh name of Delegation's office staff;
- b) Mid-term and end of Project evaluations and capitalization of experience.

Date of Signature:

Initials Tdh

Initials Partner

Partnership Agreement

8.2 Tdh, as well as any third party appointed by it, reserves the right to visit the Project, conduct a comprehensive review or/and audit, and request all documents and information deemed necessary by Tdh. Partner shall cooperate with Tdh to this end.

ARTICLE 9: Liability

9.1 Tdh cannot under any circumstances or for any reason whatsoever be held liable for damage or injury sustained by the staff or property of Partner while the Project is being carried out or as a consequence of the Project. Tdh will not accept any claim for compensation or increases in payment in connection with such damage or injury.

9.2 Partner A shall assume sole liability towards third parties, including liability for damage or injury of any kind sustained by them in respect of or arising out of the Project.

ARTICLE 10: Communication and Confidentiality

10.1 Prior consultation shall take place before Tdh and Partner use each other's name brand.

10.2 The right to use, for public purposes, the name, data, visual and audio materials related to the Project as well as the information generated in performing the Project activities must be agreed beforehand by both Parties. Tdh reserves the right to refute any information in case the process of consultation and prior agreement has not been observed.

10.3 Any publicity or publications arising from the activities funded under this Agreement should include specific reference to Tdh as the funding partner.

ARTICLE 11: Implementation, Modification, Suspension, Termination

11.1 Force majeure shall mean any unforeseeable exceptional situation or event beyond the Parties' control which prevents either of them from fulfilling any of their obligations under this Agreement, was not attributable to error or negligence on their part (or of their partners, contractors, agents or employees), and which could not have been avoided by the exercise of due diligence. Defects in equipment or material or delays in making them available, labour disputes, strikes or financial problems cannot be invoked as force majeure by the defaulting party. Neither of the Parties shall be held liable for breach of its obligations under the Agreement if it is prevented from fulfilling them by force majeure.

11.2 Standard provisions on force majeure may suspend implementation of all or part of the Project if any circumstance makes it too difficult or dangerous to continue. If such circumstance was to arise Partner shall inform Tdh without delay and provide all the necessary details. This Agreement may be terminated in accordance with Article 11.1. If the Agreement is not terminated, Partner shall endeavor to minimize the duration of the suspension and may resume implementation of the Project activities once the conditions allow it, and shall inform Tdh accordingly.

11.3 Tdh may request Partner to suspend implementation of all or part(s) of the Project activities if circumstances (chiefly force majeure) make it impossible or too difficult or dangerous to continue. This Agreement may be terminated in accordance with Article 11.1. If the Agreement is not terminated, Partner shall endeavor to minimize the duration of the

Date of Signature:

Initials Tdh

Initials Partner

Partnership Agreement

suspension and shall resume implementation of the Project activities once the conditions allow, with the prior written approval of Tdh.

11.4 Modification

This Agreement is effective upon signature by the Parties, is valid period of validity and is related to the Project. Any extension and/or modification of the Agreement is subject to mutual consultation and negotiation and must be confirmed in writing.

11.5 Suspension

Tdh reserves the right to suspend transfers of funds until such time as is considered necessary, and to recall the funds remitted to the Project without prior notice in case of misappropriation or misuse of funds, which may be subject to legal action per the laws of the country. In case of Project suspension, Partner will stop Project activities and not make any forward commitments. Unless otherwise agreed in writing by Tdh, all unspent funds and unused equipment will be returned to Tdh within thirty (30) days of such notice of termination.

11.6 Termination

If, at any time, either Party believes that the purposes of this Agreement can no longer be effectively or appropriately carried out and that an agreement on a solution cannot be found, Tdh reserves the right to terminate this Agreement by written notice. In this event, Partner shall be entitled to payment of the contribution only for the part of the Project carried out, and to the reimbursement of commitments entered into by Partner for the implementation of the Action, which Partner cannot reasonably terminate on legal grounds.

11.7 Termination with Cause

Tdh reserves the right to terminate the Agreement, to withdraw its support to the Project and to withhold any part of the grant without prior notice and without paying any compensation if:

- Partner infringes upon any of the terms or conditions of this Agreement without justification and fails to comply with those obligations or to furnish a timely and satisfactory explanation within 30 days after written notification by Tdh;
- Partner makes false or incomplete statements to obtain the contribution provided for in the Agreement or provides reports that don't reflect reality;
- Partner fails to respect the Child Protection Policy;
- Partner commits financial irregularities or is guilty of grave professional misconduct;
- Partner undergoes legal, financial, technical or organizational change that is liable to affect this Agreement substantially.

11.8 In the event of Article 10.7, Tdh may demand full or partial repayment of any amount unduly paid to Partner and/or all assets acquired by Partner through Tdh's funds, after allowing Partner to submit its observations.

ARTICLE 12: Dispute Resolution Mechanism

12.1 In the case of any dispute, controversy or claim, the Parties will attempt to reach agreement amicably by direct negotiations. If no agreement can be reached within thirty days, the Parties will refer the matter to the competent jurisdiction in Lausanne, Canton de Vaud, Switzerland. Swiss law will apply to the resolution of the dispute.

ANNEXES

Parties have agreed to the following Annexes :

Date of Signature:

Initials Tdh

Initials Partner

Partnership Agreement

- 1) Project Document and Budget
- 2) Reporting Format
- 3) Child Safeguarding Policy

All 3 annexes form an integral part of this Agreement.

Signed by the Partners in two original copies in **PLACE**.

Party A

Party B

Partner.....

Terre des hommes Foundation

Represented by.....

Represented by.....

Signature and stamp

Signature and stamp

Witnesses (optional)

Date of Signature:

Initials 

Initials Partner

Partnership Framework – Checklist

This document summarizes the key steps and elements of the partnership process

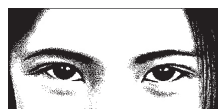
Partnership circle's stages	Key elements	Comments & tips
Stakeholders Analysis	<ul style="list-style-type: none"> Have a very good understanding of the operational context and mapping of all the stakeholders and its own resources. The selection of partners should be shaped in line with the project's objective. Define the type of partnership to develop with local partners in order to better guide the teams in the next steps. 	<ul style="list-style-type: none"> Partners' meetings are suggested to discuss all issues and to establish a collaborative relationship from the beginning.
Preselection/Selection of the partner(s)	<ul style="list-style-type: none"> Proceed with a due diligence process to evaluate potential partners' characteristics. 	<ul style="list-style-type: none"> According to the result, the organization will decide if they will move towards the next phase
Contracting Partner(s)	<ul style="list-style-type: none"> Official formation of the partnership. MOU is drafted with the consultation of relevant staff members and should be developed jointly with the partner. MOU might be accompanied by work plan, budget, timeline, and Tdh's policies. MOU is signed by Country Representative and Heads of partner's organizations. 	<ul style="list-style-type: none"> Decision to establish the partnership is taken by delegation's SMT and head of MENA zone
Assessment of partner(s)	<ul style="list-style-type: none"> Full assessment process regarding the Organizational, Technical and Financial Capacity of the partner. The Organization Capacity Assessment Tool (OCAT) to assess the capacities of the partners and needs for additional support 	<ul style="list-style-type: none"> The tool should be repeated every 6 months to 1 year, in order to monitor progress and provide further training if needed
Implementation and Capacity Building	<ul style="list-style-type: none"> Capacity building is essential for Tdh and will be efficient thanks to the OCAT. The management of the partnership is called "implementation". Monitoring the progress of the joint work through tools, field visits and reports. 	<ul style="list-style-type: none"> The organization of regular meetings is fundamental Importance of coordination mechanisms and communication
Evaluation of partnership	<ul style="list-style-type: none"> Learn what has been successful and what has not. Formal performance management processes. Each partner should assess the value of the partnership for themselves. 	<ul style="list-style-type: none"> Lessons learnt to integrate to revised plans.
Exit/Transition/Continuation of the partnership	<ul style="list-style-type: none"> Joint reflection on the future of the relationship. Is there a value in continuing the partnership for both sides? In case of closure, a real gradual end has to be followed and must be used to consolidate learning (reflection groups, reporting, capitalization process). 	<ul style="list-style-type: none"> Too often partnerships end with a hard stop without substantial communication.



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