Partnerships in Practice:

A Toolkit for Advancing Locally Led Development

EngenderHealth

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Toolkit

Using the Partnership Toolkit

The Partnership Toolkit is a structured collection of practical tools to support different stages of the partnership journey. Because partnerships often involve dynamic and evolving scenarios, it is not necessarily intended that the toolkit is used in sequence. Instead, it provides resources that can be accessed and applied based on specific situational needs commonly found in specific phases and steps along the partnership journey. This guide assists users in identifying which tool might be most pertinent based on their current phase in the partnership process. This document is built to support EngenderHealth's Partnerships in Practice: A Framework for Advancing Loclaly-Led Development.

Initial Phase: Identifying Potential Partners

If you are at the onset of your partnership journey and are seeking to delineate potential partners:

- Refer to the Partner Mapping Matrix (Tool 1).

Proposal Development: Assessing New Partnerships

If contemplating collaboration with a local organization on an upcoming proposal:

- Utilize the Partnership Assessment Tool – Proposal Stage (Tool 5).[1]

Trust Building: Strengthening Partnership Engagement

If you've identified a potential partner and aim to strengthen the relationship:

- Use the Partnership Mapping Matrix (Tool 1) to assess where they fit with EngenderHealth partnership needs.
- Use the Partnership Development Checklist (Tool 3) to guide the partnering process.

Transition Phase: Modifying Roles with Partners

If considering the transition of program leadership or ownership to a local partner or governmental entity:

- Use the Agreement Templates (Tool 9) to formalize transition conditions and objectives.

Ongoing Assessment: Evaluating Partnership Health

If evaluating the health and efficacy of an ongoing partnership:

- Administer the Partnership Health Check (Tool 12) or the Partnership Status Update (Tool 13).

[1] The Partnership Assessment Tool (Tool 5) is not currently included in this document. If you would like an example template, please reach out to info@engenderhealth.org.

Tool 1: Partnership Mapping Matrix[2]

USE	PARTNERSHIP STAGE
Identifying potential partners that bring complementary attributes and assets	**Phase 1:** Partnership Landscape **Step 2:** Mapping the partner landscape

Guidance Notes:

Phase 1: Brainstorm a list of potential partners, including those who work with under-reached and vulnerable populations. Start by mapping current EngenderHealth partners to identify gaps and strategic areas where partnership efforts should be directed. Draw on country teams' insights, understanding of local contexts, and intuition to assess each potential partner's alignment and complementarity with EngenderHealth priorities. To guide this process, use the following checklist:

- **Geography**: Identify the regions, countries, or local areas where the potential partner operates or holds influence. This will help EngenderHealth align partners with regional or localized goals.
- **Technical Skills**: Identify the specific technical expertise and experience the partner offers, especially those that complement or enhance EngenderHealth's capabilities in the context.
- **Resources**: Detail the tangible and intangible resources the potential partner can provide – financial resources, human resources, infrastructure, networks, intellectual property, or other assets.
- **Other**: List any other attributes or factors of the potential partner that might be relevant to EngenderHealth – reputation, alignment with EngenderHealth's values, potential for long-term collaboration, etc.
- **How Would They Benefit**? Understand and articulate the mutual benefits. How can EngenderHealth add value or support the potential partner in return?

The parameters of the table can be changed to match strategic considerations and specific contexts.

Phase 2: Stakeholders are mapped within a 2x2 matrix to capture the degree to which each stakeholder is engaged with the relevant issues and level of existing relationship with EngenderHealth. Ideal partners will have both a direct engagement with the objectives of the partnership and a strong relationship with EngenderHealth. Identify partners with whom you have a strong connection as well as partners where there is opportunity for growth and where intentional relationship building is required.

Phase 3: Identify the level of engagement with partners. To ensure the engagement meets the expectations of all participants, clearly identify the relevant level of participation at the beginning, make sure it is understood by all partners, and review it consistently throughout the engagement process. [13]

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[2] This tool is based loosely on three sources: Saskatchewan Health Authority's Parntership Mapping; Business Makeover's Partnership Value Matrix, and the United Nations SDG Partnership Guidebook.

Partner Identification and Assets

Potential Partner	What does the potential partner bring?				How would they benefit?
	Geography	Technical Skills	Resources	Other	

Partnership Mapping Matrix[3]

		Level of Relationship with EngenderHealth	
		Less Established	Strong
Impact on EngenderHealth Work	Direct	Less established relationship with direct impact on the work	Strong relationship with direct impact on the work [Critical group of potential partners]
	Indirect	Less established relationship with indirect impact on the work [low priority]	Strong relationship but indirect impact on the work

[3] The parameters of the 2x2 matrix can be adjusted to fit the partnering circumstance. The SDG Partnership Guidebook, for example, uses Interest vs. Influence/ importance/empowerment.

Engagement Level[4]

	Inform	Consult	Involve	Collaborate	Co-Lead
Goal	To provide local organizations with reliable information to help in understanding the current state and opportunities for change.	To obtain feedback from local organizations on analysis, options, and/or decisions.	To work directly with local organizations throughout the process to address concerns and ensure that needs are validated and will be considered.	Local organizations are active partners in each aspect of decision-making, including defining reasonable options and preferred solutions.	Decision-making is in the hands of local organizations, fostering participation and equity through partner-driven priorities.
Our Promise	• Keep you informed.	• Keep you informed. • Listen and acknowledge concerns, needs, and visions. • Offer feedback on how input influenced decision-making.	• Work to ensure concerns, needs, and visions are visible in the options that are developed. • Offer feedback on how input influenced decision-making.	• Ask for input and ideas to create solutions. • Incorporate input and recommendations into the decisions to the maximum extent possible.	• Clarify scope of decision. • Work together as partners. • Implement what the local organization decides.

4 Based on Saskatchewan Health Authority's Partnership Mapping, with reference to the IAP2 Spectrum of Public Participation.

Tool 2: Partnership Tracker

USE	PARTNERSHIP STAGE
Organize information about partners based on key strategic considerations	**Phase 1:** Partnership Landscape **Step 2:** Mapping the partner landscape

Guidance Notes: The Partnership Tracker is a comprehensive spreadsheet designed to systematically capture and monitor essential details about potential and current partners. It helps to ensure that partnerships are strategically aligned and consistently evaluated against our partnership goals. The tracker encompasses aspects from basic organizational details to insights on collaboration, type of partnership, and agreements. To ensure consistency, clarity, and focus, populate each field in the tracker based on the predefined "Tracker Field Values." This standardization simplifies assessment and ensures alignment across teams.

Partnership Tracker

Organizational Information			Organizational Alignment			Collaboration		Type of Partnership					Agreement		
Organization Name	Type of Organization	HQ Country	Geographic Scope	Technical Expertise	Partnership Focus Area	Project (if applicable)	Project Country	Current Partner	New (last 12 months)	Primary Type of Partnership	Secondary Type of Partnership	Potential Long-Term/ Strategic Alliance Partner	Type of Agreement	Start Date	End Date

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Tracker Field Values

Partnership Type	Notes
Design and Implementation Partners	
Prime	EngenderHealth is a sub to this organization
Sub-Awardee	Organization is a sub to EngenderHealth on a grant
Resource Partner	Organization is working with EngenderHealth on a grant, but the SOW is not large enough to warrant a sub-award agreement
Sub-Prime Swap	Here we are subbing to a local prime that used to be our sub-awardee
Capacity Sharing Partners	
Government Transition	Ministry/Government Partner on a grant that EngenderHealth will be transitioning program ownership over to
Local Transition	Local Partner on a grant that EngenderHealth will be transitioning program ownership over to
Strategic Partnership Partners	
Strategic Alliance	We are entering into/considering a more formalized, long-term strategic alliance
Consortium Partner	We work with them via a consortium – no direct financial relationship, but closely on common goals/outcomes

Organization Type	Notes
INGO	Globally based INGO (Pathfinder, JSI, Jhpiego, etc.)
Multisectoral INGO	Works in areas outside of health (GAINs, Margaret Pyke Trusts, etc.)
Local or National NGO	Registered non-profit organization operating at the national or sub-national level
CBO	Community and constituency-focused entities (formal and informal): YLOs, FLOs, local academic institutions, etc.
Regional NGO	Works at regional level (OPCU, Amref, Afidep, etc.)
Government	MOH (state/national); other government officials/social service ministries
Private Sector	Pharmaceutical companies, mining companies, etc.
Donor (USG)	
Donor (Other govt)	
Donor (Foundation)	

Technical Expertise	Notes
Agriculture and Food Security	
Democracy, Human Rights, & Governance	
Economic Growth & Trade	
Education	
Ending Extreme Poverty	
Energy and technology	
Environment & Global Climate Change	
Gender Equality and Women's Empowerment	
Global Health	
Water & Sanitation	
Crisis, Conflict, and Peace	
Other (see notes)	

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Technical Expertise	Notes
Adolescent/Youth	
Cervical Cancer	
Comprehensive Abortion	
Gender	
Gender-Based Violence	
General Support	
HIV/AIDS	
Humanitarian	
Maternal Health	
Postabortion Care	
Other (see notes)	
Agreement Type	
MoU	Formalized MoU w/ or w/out financial relationship
Pre-Teaming Agreement	
Teaming Agreement	
Sub-Award	

Tool 3: Partnership Development Checklist[5]

USE	PARTNERSHIP STAGE
Guide the initial engagement and discussions with potential local partners	**Phase 2:** Partnership Development **Step 3:** Identification of potential partners

Guidance Notes: This checklist aids in the initial stages of engagement with potential partners. It ensures mutual understanding of shared objectives, resources, and collaboration value. It is not a tool for partner or capacity assessments. It provides a structured approach for identifying and engaging in discussions with potential partners – starting with understanding EngenderHealth's role and then covering insights about potential partners, fostering trust, building relationships, and ultimately setting terms and gauging commitment. It is best used after the partnership landscape analysis and before entering into due diligence and a partnership agreement.

	Task
	Understanding and Articulating Your Program
☐	**Know your program and be able to describe it succinctly**. Partners want to associate with those who can clearly articulate their goals, challenges, and successes.
☐	**Determine what resources, if any, your program can contribute to the partnership**. Shared resources can include a variety of human, financial, or technical contributions, such as staffing, access to funding, and knowledge about the community or program.
	Initial Research and Analysis
☐	**Research potential partners and organizations**. Familiarize yourself with each organization's mission, interests, and assets so that you can identify the benefits of the partnership to both your program and that of your potential partner. Gauge if there's basic alignment in terms of organizational values and overarching goals.
☐	Ask about the **potential reputational risk** based on past or historical events or current reputation issues. Do research before meeting with the partner to verify and clarify any glaring issues that you may need validation on before making any decisions.
	Initiating Contact and Relationship Building
☐	**Meet the potential partner in person, if possible**. Since a critical component of partnerships is relationship building and trust, in-person meetings are always preferable.
☐	Take the time to **establish rapport and build trust**. Recognize that a strong partnership takes time to develop. Set up a structure for communication within and outside the partnership. Discuss how each organization expects trust and respect to be upheld in partnerships. Establish a clear point of contact within the potential partner organization for consistent communication and relationship-building.

[5] The checklist builds on CDC's Checklist for Developing a Partnership.

Understanding Their Position and Needs

- ☐ Understand their **openness to both short-term and long-term partnerships** and their commitment levels and strategic focus.
- ☐ Understand their **experiences with previous partnerships** – what worked and what didn't. This gives insight into their approach to collaboration and the potential challenges or strengths they bring.
- ☐ **Ask potential partners about their own needs, what they value in partnerships, and organizational challenges**. As you listen to their needs and challenges, identify ways that a partnership can help them meet their needs or minimize their challenges. Listen to what they value in partnership and establish alignment with your organization's partnership principles and values.
- ☐ Learn about the **culture of the potential partner organization**. Partnering with organizations that have values, beliefs, and missions that are similar to your organization can make the partnership easier and more successful.

Negotiation and Clarity

- ☐ **Be ready to explain the specific needs of your program and why the partnership would be helpful**. It can be helpful to write down key talking points so that you can communicate clearly and efficiently with potential partners.
- ☐ **Ask about the resources that the potential partner can contribute to the partnership.** Be prepared to offer some ideas based on your initial research and understanding of your program's needs.
- ☐ **Make a clear "ask" of the partner**. If possible, your "ask" should be task-oriented with a beginning and an end. Don't expect potential partners to know what is needed from them; make it as easy for them to partner with you as possible.

Tool 4: Prospective Partnership Assessment – General[6]

USE	PARTNERSHIP STAGE
Assess the value, risks, and implications of a potential partnership	**Phase 2:** Partnership Development **Step 3:** Identification of Potential Partners

Guidance Notes: This tool facilitates a comprehensive evaluation of potential specific partners to inform decisions about whether to pursue them – whether to proceed and what further information, negotiation, or internal alignment might be needed. The tool comprises two sections: (1) a concise checklist to gauge alignment with predetermined criteria related to partnering and (2) a list of questions and issues to guide the evaluation and follow-on for each of the criteria.

Checklist

- Red: Not acceptable
- Orange: May become acceptable with adjustments
- Green: Acceptable
- Grey: Insufficient information

Area	Assessment	Outstanding issues/further information required
1 Acceptable partner (including due diligence)		
2 Partnership fits with organizational mandate and is strategic		
3 Partnership provides significant value/impact		
4 Costs acceptable in relation to value gained		
5 Implications are acceptable		
6 Risks are sufficiently low or well mitigated		
7a Sufficient financial resources to implement		
7b Sufficient internal resources/capacities available		
7c Sufficient buy-in from relevant staff/divisions/country offices		
8 Clear measure of success for the organization		

Decision status as of date:

[6] Based on Tool 3: Internal Prospective Partnership Assessment Tool from the SDG Partnership Guidebook (p. 82) and The Partnering Initiative's Internal Prospective Partnership Assessment.

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Prospective Partnership Information

1. Prospective partner(s)	4. Costs	7. Organizational capacity & buy-in
• Partners' interests/priorities and assessment of alignment with ours • Partners' values and assessment of sufficient compatibility for the type of partnership • Any previous experience of partner to date	• Analysis of transaction, implementation, and possible over-run cost	• Funding sources for implementation • Internal buy-in from internal senior champion plus relevant staff/offices • Sufficient resources that can be committed • Sufficient internal skills and competencies to deliver
2. Fit	**5. Implications**	**8. Measures of success**
• With organizational mandate • With organizational strategy • With current programs, obligations, and other partnerships	• What precedent (if any) does it set? • Obligations/commitments being made – is there an 'exit strategy'? • Effect on other relationships/reputation • Accountability issues	• Clear measures of success from the organization's perspective
3. Benefits/value	**6. Risks**	
Mission value: • Contribution towards mission and impact for ultimate beneficiaries **Organizational value:** • Increased capacity to deliver • Increased technical expertise or knowledge • Additional resources/funds • Creativity/innovation/sustainability • Positioning/visibility/positive branding/reputation • Increased social and political capital • Influence • Access to new networks and constituencies • Making EngenderHealth increasingly a 'partner of choice'	Note that the risks below are risks relating to engaging with the partnership itself. There will also be risks related to project delivery. • Loss of programmatic focus • Duplication of efforts • Overlong time investment • Financial implications • Lack of sufficient capacity to deliver • Empowering others without legitimacy or interference with natural systems • Compromise neutrality or independence/reputational issues • Loss of autonomy on key issues • Risk to existing relationships • Implied endorsement	

Additional Partnership Assessment Resources:

- The Partnering Initiative, ‘Go/No-Go’ Decision for an Inclusive Business Partnership
- NRC, Partnership Assessment Checklist
- UN Global Compact, Enhancing Partnership Value: A Tool for Assessing Sustainability and Impact
- Canadian Coalition for Global Health Research, Partnership Assessment Toolkit
- Partnership for Healthy Outcomes, Partnership Assessment Tool for Health
- Inter-Agency Cash Working Group, Checklist for Selection of Implementing Partners (IPs)/Cooperating Partners (CPs)

Tool 6: Intersectional and Inclusive Youth Partnerships Checklist[7]

USE	PARTNERSHIP STAGE
Key considerations and suggestions when developing new partnerships and initiatives with young people, youth networks, and youth-led organizations	**Phase 2**: Partnership Development **Phase 3**: Partnership Implementation

Guidance Notes: Complete **Section One** of the checklist when you are in the process of developing a new partnership with a youth group and/or during a proposal development process where a key aim is to work directly with young people and youth groups in your context. The outcome of this checklist should help you and your team to determine if the partnership is a "go" or "no-go" as it relates to the proposal or activity. Even if the resulting outcome is a "no-go", the information gathered here can be used for future opportunities and engagement with this potential partner.

Complete **Section Two** of the checklist after a partnership has been agreed upon and as you begin the implementation of the partnership.

Internal Planning and Implementation Checklist

Name of Person Completing this Checklist:	
Date:	

Question	Answer (Y/N)	Comments
Section 1: Partnership Development and Process		
Has the partnership team engaged with a diverse group of youth networks in planning for the partnership aims/goals?		
Does the potential partnership agreement/MOU list as a priority/goal the need to foster more intersectional and inclusive partnerships with young people?		
Has the potential partnership or partner identified which youth groups or individuals that the partnership aims to support experience the most marginalization?		
Has the partnership prioritized in its plans the needs of those members most marginalized?		
Has there been an effort to encourage and support new ideas and ways of working proposed by young people that push us beyond tried and tested methods of working?		

7 Adapted from the Toolkit on Intersectional Mainstreaming.

Question	Answer (Y/N)	Comments
Has the partnership clearly defined what an equitable partnership means in this specific context with regard to money, level of effort, and other resources?		
Have you ensured that there is a gender balance within the youth groups and networks and within their leadership structures that we plan to work with?		
Have you ensured that LGBTQI+ young people and those of diverse gender identities and sexual orientations form part of the group and/or are encouraged to participate in this initiative?		
Have you ensured that differently abled young people (i.e., persons with a disability) are represented in the partnership team and are encouraged to participate?		
Have you ensured that young people from different religious, ethnic socio-cultural (e.g., caste, socio-economic status, geographies) and economic groups (i.e., those living in poverty) form part of the group and/or are encouraged to participate in this initiative?		
Has the initiative planned for comprehensive GYSI training with specific sessions focused on intersectionality and power?		
Has the partnership team identified supporting policies and/or resources to support being more inclusive in the partnership development process? (Could include money, LOE, or additional resources)		
Section 2: Partnership Implementation		
Is a diverse group of young people part of all partnership planning and review processes (particularly those who participated in the partnership development stage)?		
Has the initiative conducted a comprehensive GYSI training with specific sessions focused on intersectionality and power?		
Does the partnership ensure the participation of diverse young people in M&E processes and systems?		
Does the partnership have a transparent, respectful, and empathetic mechanism for soliciting feedback from young people at regularly defined points in the partnership process?		

Question	Answer (Y/N)	Comments
Does the partnership have regular feedback mechanisms that document, apply, and incorporate the feedback received from young people?		
Does the partnership promote diverse forms of documentation and dissemination of the partnership implementation and do these efforts and products include and credit diverse young people?		

Tool 7: Organizational Capacity Assessment[8]

USE	PARTNERSHIP STAGE
Guide self-assessment of current capacity by a local organization	Phase 3: Partnership Implementation Step 7: Planning, co-creation, and implementation

Guidance Notes: USAID's Organizational Capacity Assessment (OCA) is a structured tool for a facilitated self-assessment of an organization's capacity followed by action planning for capacity improvements. The self-assessment approach increases ownership of the action plan. The OCA format helps the organization reflect on its processes and functions and score itself against benchmarks. Based on the discussions and the scoring, the organization shapes and sets priorities for actions it can take to strengthen its capacity. (USAID 2016) Further guidance can be found below under "Using the Tool".

USAID has developed several versions of its OCA tool, including a full version that includes Non-U.S. Organization Pre-Award Survey elements and a simplified version for CBOs.

The USAID OCA tools can be accessed here:

- Organizational Capacity Assessment (USAID 2016)
- Organizational Capacity Assessment for CBOs – simplified version for CBOs (USAID 2012)

The following is excerpted from the OCA for CBO guidelines.

Goal

The goal of the tool is to assist organizations in assessing the critical elements for effective organizational management and identifying those areas that need strengthening or further development.

Purpose

The OCA tool was designed to enable organizations to define a capacity-strengthening improvement plan based on self-assessed needs. This Organizational Capacity Assessment (OCA) was initially designed to measure the overall capacity of organizations funded by the President's Emergency Plan for AIDS Relief (PEPFAR) under the New Partners Initiative (NPI). The OCA tool provides organizations with a set of criteria to assess their current management capacity to implement quality health programs and to identify key areas that need strengthening.

Although many capacity assessments exist, the structure and process of this tool distinguish it from others. Multi-level and multi-department involvement fosters team building and organizational learning. The inclusion of management, compliance, and program components ensures a holistic understanding of the organization's strengths and challenges and the guided self-assessment by skilled facilitators instills ownership on the part of the organization for its improvement plan.

The OCA tool assesses technical capacity in seven domains, and each domain has several sub-areas:

[8] USAID Learning Lab, Organizational Capacity Assessment.

1. Governance

- Vision, Mission, and Values
- Legal Status
- Governing or Advisory Board
- Leadership and Succession Plan

2. Administration

- Organizational Structure
- Operational Policies, Procedures, and Systems
- Filing and Information Systems

3. Human Resources

- Staffing (levels, hiring, retention)
- Job Descriptions and Staff Supervision
- Personnel Policies
- Compensation (stipends, salaries, and benefits)
- Volunteers and Interns

4. Financial Management

- Financial Policies and Procedures
- Internal Controls
- Financial Documentation and Reporting
- Financial Planning and Sustainability

5. Organizational Management

- Strategic and Operational Planning
- Resource Mobilization
- Communication Strategy: Documentation and Reporting
- Internal Communication Decision-Making
- Stakeholder Involvement
- Knowledge Management

6. Program Management

- Community Involvement
- Project Implementation
- Service Delivery: Standards and Referrals

7. Project Performance Management

- Monitoring and Evaluation (M&E) and Quality Assurance (QA)

Using the Tool

This OCA tool is designed to enable organizational learning, foster team sharing, and encourage reflective self-assessment within organizations.

Recognizing that organizational development is a process, the use of the OCA tool results in concrete action plans to provide organizations with a clear organizational development roadmap. The OCA can be repeated on an annual basis to monitor the effectiveness of previous actions, evaluate progress in capacity improvement, and identify new areas in need of strengthening.

The OCA is an interactive self-assessment process that should bring together staff from all departments at implementing organizations, both at headquarters and in the field, for the two- to three-day assessment.

Not intended to be a scientific method, the value of the OCA is in its collaborative, self-assessment process. The framework offers organizations a chance to reflect on their status against recognized best practices. Lively discussions are also an opportunity for management, administration, and program staff to learn how each department functions, strengthening the team and reinforcing the interrelatedness of the seven OCA components. Each page of this tool examines one area. A range of examples of services available is provided along a continuum, from 1-4.

The methodology is a guided self-assessment that encourages active participation. The facilitator and participants meet and discuss each area to determine where the organization sits along the continuum of implementation. Facilitators ask open-ended, probing questions to encourage group discussion and take notes on participant responses. These notes are later used for action planning. Sample questions that might help the facilitator to probe further into the content areas are presented on each page.

The scores that are arrived at are designed to set priorities for the actions and are not used to judge performance. Facilitators use the information from the scoring and rationale sheets to define the issues and actions. The organization reviews or adjusts the problem statement and builds on the suggested actions to define action steps, responsibilities, timeframe, and possible technical assistance needs. The ability to identify areas to be addressed will strengthen the organization and, in subsequent years, enable it to view improvement and note where progress is still needed.

Resources – Organizational Capacity Assessment:

USAID, JSI, and FHI360 Organizational Capacity Assessment (OCA) Tool

Tool 8: Due Diligence Survey

USE	PARTNERSHIP STAGE
Gather information that can be used to conduct due diligence on potential partners for proposals	**Phase 2:** Partnership Development **Step 4:** Assessment and due diligence of potential partners

Guidance Notes: There are numerous tools available for conducting due diligence. This tool is a simplified mechanism to collect basic information that may be required by institutional donors to conduct due diligence on potential partners. This is a different process from conducting capacity assessments or partnership suitability assessments, though there may be overlap. At its best, this form can be approached as a tool for self-assessment and used to identify opportunities to share capacity (e.g., through support in developing core policies).

There is a movement to shift from compliance-based to trust-based due diligence. The resource section below includes links to both more comprehensive assessment forms and reflections on alternative approaches to due diligence.

Please complete all relevant fields:

Organizational Information

1. Full Name of the Organization and Abbreviation	
2. Type of Organization (e.g., Non-profit, private company, SARL, etc.)	
3. Registered Address	
4. Office Address	(if different from Registered Address)
Address Phone Website (Please attach a copy of the lease if available)	
5. Organization Establishment	
Date of legal registration Registration number Issuing authority (Please attach a copy of registration)	

Contact Information

6. Primary Contact	
Name and Title Email Direct Phone	
7. Key Personnel	
Senior management (e.g., President, Executive Director, Vice President(s)) Board of Directors or Trustees Head of finance Proposed project staff	
8. Name of parent organization, if any	

Administrative Information

9. Identifiers	
Unique Entity Identifier (UEI) (required for USG proposals) [9] EuropeAid ID (required for EU proposals); (Please attach a screenshot of your EuropeAid ID and a copy of your Legal Entity Form) [10]	XXXXXXXXX#X# (Ex: XCZSAJNYC2P7) XX-####-XXX-########## (Ex: BE-2015-FXO-1201064433)
10. Bank Information	(Account information is not required)
Bank name Bank country	

[9] If your organization does not already have a UEI, please see instructions to register here.
[10] If your organization does not already have a EuropeAid ID, please see instructions to register here.

Relevant Experience

Briefly describe your experience related to the proposal. Include # of years of experience with the funding agency, International NGOs, and the services you offer.

Administrative Assessments

1. Government funding	
Have you been a prime or sub-awardee of any government funder? If yes, provide details.	
2. Award value	
What is the highest value sub-award you have managed and with which donor?	
3. Investigations and lawsuits	
Are you under investigation or undergoing lawsuits? If yes, please explain.	
4. Operational Policies	(Please describe; please attach If marked “yes”)
Code of Conduct (including Conflict of Interest, Anti-Fraud, Bribery, and Whistleblower)	[ ] Yes [ ] No Additional details:
Safeguarding or PSEA policy and procedures	[ ] Yes [ ] No Additional details:
Procurement policy	[ ] Yes [ ] No Additional details:
HR manual or related policies	[ ] Yes [ ] No Additional details:
Financial policies, manual, or procedures	[ ] Yes [ ] No Additional details:
5. Confidential Reporting	
Do you have a confidential reporting channel or whistleblower mechanism? If yes, please include details (phone number, email, website)	[ ] Yes [ ] No Additional details:

References

Please provide names and contact information of at least three references, preferably from past partners or institutional donors.

Full Name, Position, Organization	Contact Email and Phone

Resources – due diligence:

- NRC Partnership Assessment Checklist
- Mercy Corps Due Diligence Assessment Tool

Alternative, trust-based approaches to due diligence:

- TechSoup STEP
- Stephen Lewis Foundation Reflections on Trust, Risk, and Due Diligence

Tool 9: Agreement Templates

USE	PARTNERSHIP STAGE
A template including the essential defining elements of the partnership to be agreed by partners	Phase 2: Partnership Development Step 6: End of scoping and building phase

Guidance Notes: There may be different forms of agreement related to a partnership:

- **Partnering agreement** – non-legally binding; agreement of intent to capture the value, vision, and spirit of collaboration and enshrine the principles of partnership.
- **Contracts** – legally binding agreements; sometimes bi-lateral and usually including financial flows and accountabilities required by funding rules (may be similar to service contracts)
- **Work plan** – constantly iterating project plan with activities, timelines, clear, measurable outputs/outcomes, and performance indicators

Partnering agreements will likely be iterative documents, adding and adapting as more information is known and understanding is built up.

Guidance for developing partnership agreements[11]

Who?

- Short description of partners (including legal status, overall mission), identification of representatives of each partner organization.

Why?

- Vision statement
- Overarching drivers/reasons for the involvement of each of the partners
- Objectives of the partnership
- Demonstrable VALUE created through partnering
- How each partner hopes to gain from the partnership

What?

- Mission statement
- Context and target of the partnership activities
- Initial high-level theory of change and expected activities
- What each partner brings to the table/resource commitments
- Roles and responsibilities of each of the partners

11 Based on the SDG Partnership Guidebook (UN/The Partnering Initiative): Tool 2, Page 81

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- External resources
- Overall measures of success

How?

- Governance/accountability structure, including decision-making principles
- Operational structure (coordination/management arrangements/secretariat) and internal communications
- Financial arrangements [details may be in a separate contract]
- Measures to strengthen partner capacity to implement commitments where necessary
- Timeframe and procedure for ongoing partnership review and revision
- Metrics for tracking and measuring partnership performance against partnership and each partner’s objectives
- Sustainability strategy for sustaining partnership ‘outcomes’

What if?

- Risks/threats and mitigation
- Grievance mechanism to resolve differences
- Rules for individual partners to leave or join
- Exit (‘moving on’) strategy for partnership as a whole

External communications and IP

- Rules for branding (using own, each other’s) and other rules for the public profile of the partnership
- Intellectual property and confidentiality rules
- Protocols for communicating externally

Charter

- Agreed underlying principles/values of the partnership and partners
- Code of conduct / expected behaviors in the partnership

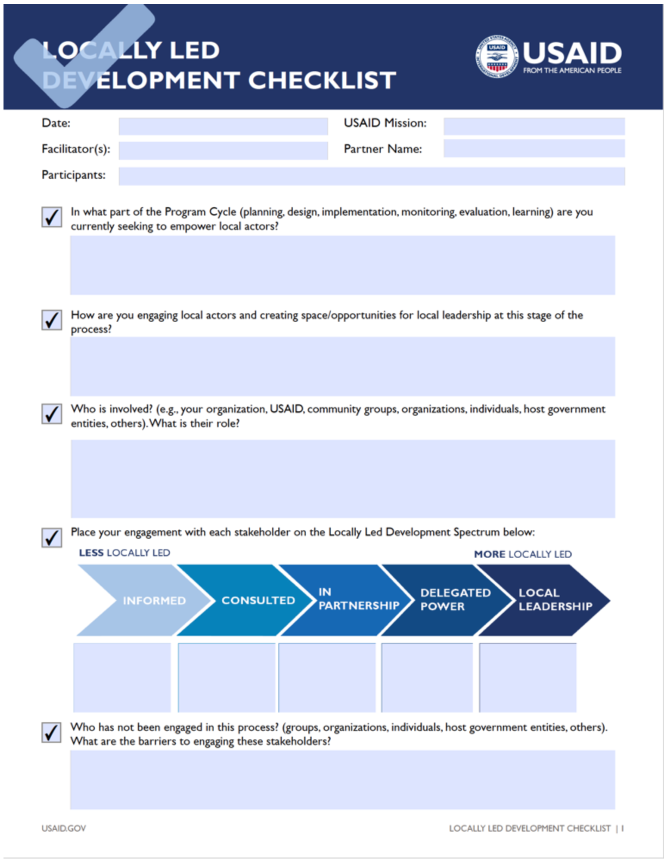
Tool 10: Locally Led Development Spectrum and Checklist (USAID)[12]

USE	PARTNERSHIP STAGE
Pause and reflect on how well locally led development is integrated into programs and operations	**Phase 3:** Partnership Implementation **Step 7:** Planning, co-creation, and implementation

Guidance Notes: This USAID tool is "a Collaborating, Learning, and Adapting (CLA) tool designed to help USAID Missions and partners reflect on how locally led development is integrated into their operations and programs. The point is not to have all the right answers, but to pause and reflect on where you have been and where you are going. This checklist can be adapted to any topic or stage of the Program Cycle. See the Checklist Facilitation Guide for additional prompts on applying this checklist to:

- Identifying the development problem or challenge
- Defining success
- Proposal or activity design
- Co-creation with USAID
- Mobilizing local resources
- Implementation and management decision-making
- Developing local capacity
- Managing financial risk
- Monitoring, evaluation, and learning
- Receiving and using feedback" (USAID)

A fillable version of this form is available on the USAID Locally Led Development Spectrum and Checklist Tool website.



LOCALLY LED DEVELOPMENT CHECKLIST

USAID FROM THE AMERICAN PEOPLE

Date: USAID Mission:

Facilitator(s): Partner Name:

Participants:

✓ In what part of the Program Cycle (planning, design, implementation, monitoring, evaluation, learning) are you currently seeking to empower local actors?

✓ How are you engaging local actors and creating space/opportunities for local leadership at this stage of the process?

✓ Who is involved? (e.g., your organization, USAID, community groups, organizations, individuals, host government entities, others). What is their role?

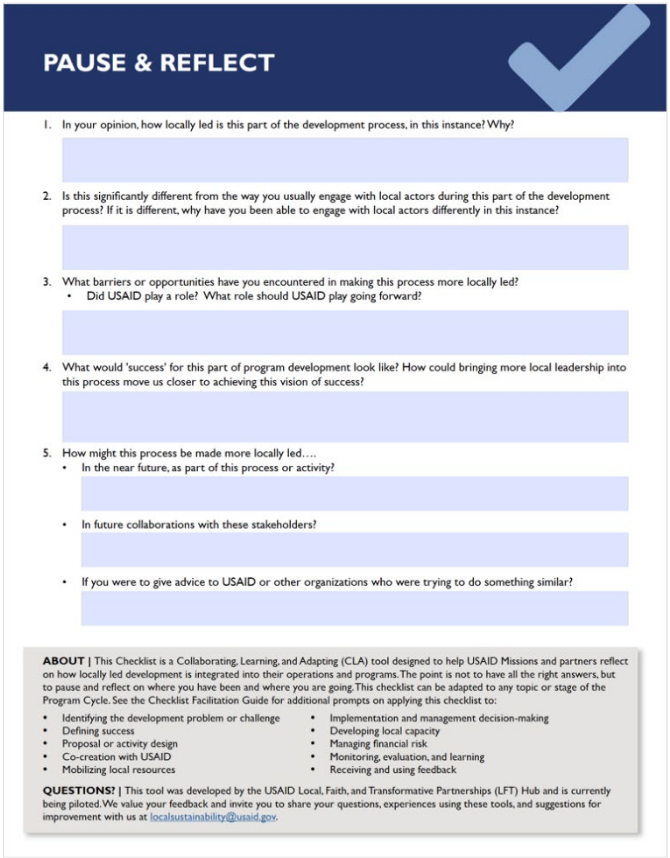
✓ Place your engagement with each stakeholder on the Locally Led Development Spectrum below:

LESS LOCALLY LED — MORE LOCALLY LED

INFORMED · CONSULTED · IN PARTNERSHIP · DELEGATED POWER · LOCAL LEADERSHIP

✓ Who has not been engaged in this process? (groups, organizations, individuals, host government entities, others). What are the barriers to engaging these stakeholders?

USAID.GOV LOCALLY LED DEVELOPMENT CHECKLIST | 1



PAUSE & REFLECT

1. In your opinion, how locally led is this part of the development process, in this instance? Why?
2. Is this significantly different from the way you usually engage with local actors during this part of the development process? If it is different, why have you been able to engage with local actors differently in this instance?
3. What barriers or opportunities have you encountered in making this process more locally led?
   - Did USAID play a role? What role should USAID play going forward?
4. What would 'success' for this part of program development look like? How could bringing more local leadership into this process move us closer to achieving this vision of success?
5. How might this process be made more locally led….
   - In the near future, as part of this process or activity?
   - In future collaborations with these stakeholders?
   - If you were to give advice to USAID or other organizations who were trying to do something similar?

ABOUT | This Checklist is a Collaborating, Learning, and Adapting (CLA) tool designed to help USAID Missions and partners reflect on how locally led development is integrated into their operations and programs. The point is not to have all the right answers, but to pause and reflect on where you have been and where you are going. This checklist can be adapted to any topic or stage of the Program Cycle. See the Checklist Facilitation Guide for additional prompts on applying this checklist to:

- Identifying the development problem or challenge
- Defining success
- Proposal or activity design
- Co-creation with USAID
- Mobilizing local resources
- Implementation and management decision-making
- Developing local capacity
- Managing financial risk
- Monitoring, evaluation, and learning
- Receiving and using feedback

QUESTIONS? | This tool was developed by the USAID Local, Faith, and Transformative Partnerships (LFT) Hub and is currently being piloted. We value your feedback and invite you to share your questions, experiences using these tools, and suggestions for improvement with us at localsustainability@usaid.gov.

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12 USAID Learning Lab, Locally Led Development Spectrum and Checklist Tool

Tool 11: Power Awareness Tool[13]

USE	PARTNERSHIP STAGE
Analysis of power dynamics in partnerships	**Phase 3:** Partnership Implementation **Step 7:** Planning, co-creation, and implementation

Guidance Notes: This tool was developed by the Dutch organization, Partos, to help partners understand the way power works in the partnership so that they can work towards shifting power in accordance with their shared principles. It is best applied in a workshop setting, where all partners are represented by someone who knows how their organization is involved in decision-making. The Power Awareness Tool consists of three steps:

- Step 1: Identification of important decision-making topics;
- Step 2: Scoring the level of participation of each partner in decision-making; and
- Step 3: Reflection on the findings from steps 1 and 2. (Partos 2021)

The full tool can be downloaded here.

Power analysis framework

Key decision-making topics	Level of participation						
Step 1. Insert key decision-making topics that are relevant for your partnership here. Examples of important decision-making topics can be found in Annex 1.	4 Partner decides 3 Partner co-decides 2 Partner is consulted before a decision is made 1 Partner is informed about decision-making 0 Partner is not involved in decision-making						**Step 2.** In these columns score the level of participation for each partner
	Partner A	Partner B	Partner C	Partner D	Partner E	Partner F	Partner G
Scoping and building							
1							
2							
3							
Etc.							
Managing and maintaining							
1							
2							
3							
Etc							
Revisiting and revising							
1							
2							
3							
Etc							
Sustaining outcomes							
1							
2							
3							
Etc.							
Total	Σ	Σ	Σ	Σ	Σ	Σ	Σ

Phases in the partnering cycle[2]		Potential decision-making topics
Scoping and Building		
	Scoping needs and options	Decision to start a new partnership
	Identifying potential partners	Decisions on who to approach as potential partners
	Building relationships	Decisions about which potential partners to develop a partnership agreement with
		Decisions about the terms to be included in the partnership agreement
	Mapping and planning	Decisions about the content of the technical part of a funding proposal to the back donor
		Decisions about the financial part of a funding proposal to the back donor
Managing and maintaining		
	Governance and structure	Decisions about who is responsible for what
		Decisions about who reports to whom
	Deepening engagement	Decisions about which projects will be funded
		Decisions about what is on the agenda for lobbying and advocacy
		Decisions about who will represent the partnership at the national level
		Decisions about who will represent the partnership at the international level
	Delivering projects	Day-to-day decisions concerning the implementation of a project
		Decisions about which external advisors and suppliers to hire for the implementation of a project
Revisiting and revising		
	Measuring results	Decisions about what type of indicators will be measured
		Decisions about who is responsible for measuring which indicators
	Reviewing efficiency and value	Decisions about who will conduct a mid-term review of the programme
		Decisions about who will conduct the end evaluation of the programme
		Decisions about the content of evaluation reports
		Decisions about who the results will be reported to
		Decisions about what to report to the back donor
	Revisiting and revising	Decisions about adjustments to project plans
		Decisions about adjustments to the agenda for lobbying and advocacy
		Decisions about adjustments in the agreement with the back donor
Sustaining outcomes		
	Sharing knowledge and experiences	Decisions about lessons learnt that need to be documented and shared
	Scaling and increasing impact	Decisions about which interventions/projects need to be scaled up.
	Moving on	Decisions about whether to continue the partnership programme
		Decisions about which partners to include in the continuation of the partnership programme

13 Partos, Power Awareness Tool.

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Tool 12: Partnership Health Check[14]

USE	PARTNERSHIP STAGE
Track the health of the partnership	**Stage 3:** Partnership Implementation **Step 8:** Continuous monitoring, evaluation, and learning

Guidance Notes: Monitoring the health and efficiency of the partnership's setup, operation, and processes, ensuring the building blocks of partnerships are in place, is essential to optimize partnership impact. Parts of the framework can be used informally and regularly – for example, quarter – as a prompt for discussion in partner meetings to help keep the partnership on track. Below is the description of a more formal review workshop that could be held every six months or annually. Consider an external facilitator for unbiased evaluation in scenarios with multiple partners or significant concerns.

Review workshop: preparation	At the review workshop	Post review workshop
• Ask all partners to complete the checklist below, providing their opinion on where the partnership sits relative to each aspect of good practice in partnering: Green – no concerns; Amber – some concerns; Red – serious concern • Analyze the results to prioritize the areas for discussion at the workshop	• Agree on 'ground rules' to encourage openness and participation, making it clear that the review is not about judgment or blame, but a positive opportunity to bring up issues, learn together, and improve the partnership • Present the checklist analysis, jointly talk through each partnering aspect and the positive experiences or the challenges partners may have around it • Aim to fully understand and appreciate your cross-organizational perspectives or other sources of diversity • Talk through how each aspect of partnering could be either further enhanced or meaningfully improved to the satisfaction of all partners and prioritize • Determine what actions should be undertaken, by whom (wherever possible, by more than one partner) and by when	• Undertake the agreed actions, conferring with partners, and keeping all informed about progress • Confirm with partners that the aspects have improved

Partnership health indicators

14 From the SDG Partnership Guidebook (UN/The Partnering Initiative): Tool 7, Page 91 (Partnership Healthcheck).

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1. FUNDAMENTALS			
There is a compelling shared vision, mission, and objectives fully bought into by all partners			
Partnership has clearly identified collaborative advantages, is able to create added value, and delivers more than the sum of its parts			
The partnership has been set up to, and is delivering, net value to all partners			
Partners are sufficiently empowered and enabled to be able to contribute to the partnership			
The partnership is able to include all key stakeholders holding essential resources			
2. PARTNER RELATIONSHIP			
Partners are demonstrating collective leadership in the partnership			
Partners are transparent about their assumptions, expectations, goals, needs, drivers, and constraints			
There is a high level of trust and respect among the partners			
Partners are empowered and there is clear equity and balance among the partners in decision-making			
Partners are accountable to each other for delivering on their commitments			
Challenges, problems, and tensions are openly brought up and dealt with respectfully and collectively			
Partners are jointly accountable for partnership delivery and will help other partners to deliver			
3. STRUCTURING AND SET-UP			
The partnering agreement clearly sets out the fundamentals of the partnership (including the vision and objectives, why each partner is involved, the intended value creation, overall approach; commitments, resources, roles, and responsibilities of each partner)			
There is a clear theory of change (or theory of transformation) for the partnership, along with a measurement framework to be able to demonstrate progress and success			
The fiduciary/legal structure for the partnership is fit for purpose			
The governance structure for the partnership is fit-for-purpose			
The management structure for the partnership is fit for purpose			
4. RESOURCES			
External (non-partner) individuals are supporting/championing the partnership			
Personnel are available			
Finance is available on time			
Knowledge and data are available and accessible to everyone			
Important networks or spheres of influence are leveraged			
Partnership facilitation/troubleshooting/brokering is available			
Other necessary resources are available			
5. MANAGEMENT			
Iterative approach to project management focused on value creation			
Communication of all kinds is sufficiently frequent			
Roles and responsibilities are always clear			
Deliverables and timeframes are always clear			
Financial management, including the process for receiving/distributing funding, is effective			
Information sharing is effective			

The partnership vision remains compelling and relevant to the context			
The partnership iterates and adjusts its approach based on experiences to date			
Cultural differences between organizations are well-managed and clashes are avoided where possible			
Partners remain fully committed to the partnership			
The partnership has been institutionalized into each partner organization (e.g., engaged key staff, built into organizational planning and budgets, etc.)			
6. MEETINGS AND WORK PROCESSES			
Meetings happen with appropriate frequency			
Setting of agendas and arrangement of meeting logistics ensures inclusivity of all partners			
Meetings are documented appropriately, and minutes circulated			
There is equal and balanced representation of partnership members in the meetings			

Tool 13: Partnership Status Update[15]

USE	PARTNERSHIP STAGE
Assess the status of a partnership to inform ongoing relationship management and areas of improvement	**Stage 3:** Partnership Implementation **Step 8:** Continuous monitoring, evaluation, and learning

Guidance Notes: Designed to evaluate the current health, dynamics, and effectiveness of EngenderHealth partnerships. The tool captures partners' perspectives on collaboration, funding, support, and communication to inform future partnership strategies. Partners complete a survey and feedback on both financial and non-financial aspects of the partnership. This information enables EngenderHealth to identify areas of strength and opportunities for improvement. To maximize the utility of this tool, it should be completed biannually or annually. The standardized rating system facilitates easy comparison and trend analysis over time.

Organization:	
Project:	
Date:	
Completed by:	

1. **What are the main reasons you work with EngenderHealth? (Please rate each of the following from 1-5 with 1 being not important to 5 being extremely important)**

	1	2	3	4	5
To achieve a shared goal	☐	☐	☐	☐	☐
To receive funding	☐	☐	☐	☐	☐
To strengthen our skills and organizational capacity	☐	☐	☐	☐	☐
To improve our strategy	☐	☐	☐	☐	☐
To have joint learning and understanding	☐	☐	☐	☐	☐
To strengthen our presence at a national/international level	☐	☐	☐	☐	☐
To link with other organizations	☐	☐	☐	☐	☐
Other, specify	☐	☐	☐	☐	☐

15 Based on the Near East Foundation's partner survey.

2. **How many years have you received support from EngenderHealth?**

- ☐ One year or less
- ☐ 1 to 2 years
- ☐ 3 to 4 years
- ☐ 5 to 6 years
- ☐ More than 6 years

3. **Please specify how much you agree or disagree with the following statements about the funding you receive from EngenderHealth. Please rate each of the following from 1-5 with (1 strongly disagree to 5 strongly agree)**

	1	2	3	4	5
Payments are made in appropriate phases, so we can easily manage our cash flow	☐	☐	☐	☐	☐
EngenderHealth allows us to make any changes that we need to account for how we spend funds	☐	☐	☐	☐	☐
EngenderHealth makes an appropriate contribution to general/core costs	☐	☐	☐	☐	☐
EngenderHealth clearly explains any conditions imposed by the original donors who provide the funds	☐	☐	☐	☐	☐

4. **Is there anything else you would like to say about the funding you received from EngenderHealth? Please give examples of any particularly good or bad practices. What should EngenderHealth do differently?**

5. **Please rate the different types of non-financial support you have received from EngenderHealth or from consultants paid for by EngenderHealth. Please rate all types on a scale of 1 (Received but not useful) – 5 (Received and extremely useful)**

	1	2	3	4	5
Strengthening our Board/Governance	☐	☐	☐	☐	☐
Strengthening our management and leadership skills	☐	☐	☐	☐	☐
Strengthening our financial management skills	☐	☐	☐	☐	☐
Strengthening our technical abilities to deliver services	☐	☐	☐	☐	☐
Strengthening our participatory approaches	☐	☐	☐	☐	☐

	1	2	3	4	5
Strengthening our monitoring and evaluation skills	☐	☐	☐	☐	☐
Strengthening our long-term planning/financial viability	☐	☐	☐	☐	☐
Improving our strategies and practical approaches	☐	☐	☐	☐	☐
Strengthening our presence at national/international levels	☐	☐	☐	☐	☐
Communicating and publicizing our work	☐	☐	☐	☐	☐
Accessing other sources of funds	☐	☐	☐	☐	☐
Introductions to other organizations/people/networks	☐	☐	☐	☐	☐
Insight and advice about our sector(s) and work	☐	☐	☐	☐	☐
Protection from threats to our work or organization	☐	☐	☐	☐	☐
Other, specify	☐	☐	☐	☐	☐

6. From the question above, please select up to two areas where you would most like to receive support from EngenderHealth in the future.

7. Is there anything else you would like to say about the non-financial support provided by EngenderHealth? Please give examples of any particularly good or bad practices. What should EngenderHealth do differently?

8. Please specify how much you agree or disagree with the following statements about the communication and relationship with EngenderHealth. Please rate each of the following from 1-5 with (1 strongly disagree to 5 strongly agree)

	1	2	3	4	5
There is clear and open communication between EngenderHealth and our staff	☐	☐	☐	☐	☐
We are able to openly share ideas, concerns, and suggestions with EngenderHealth	☐	☐	☐	☐	☐
Conflicts and disagreements are handled in a fair and unbiased manner	☐	☐	☐	☐	☐
Transparency and information sharing are always applied between EngenderHealth and partners	☐	☐	☐	☐	☐

9. Is there anything else you would like to say about the communication and relationship with EngenderHealth? Please give examples of any particularly good or bad practices. What should EngenderHealth do differently?

EngenderHealth