



# Partnership Survey Report



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## Executive summary

The partnership survey was conducted by Save the Children to assess different aspects of the quality of Save the Children's relationships with partners following the partnership principles as well as identify challenges and recommendations for areas of improvement. Online google form was used to gather responses from partners. A total of 19 international, national, and local organisations and institutes participated in the survey. The survey questionnaire comprised of scales ranking their choices and satisfaction and open-ended questions.

### Finding from the survey

#### *Value-Driven and Empowering relationships*

- Partners rated highly that their organisation's vision, mission and mandate are aligned with Save the Children
- The majority of partners agreed that Save the Children has changed their organisation's capacity especially in programme implementation, finance and MEAL.
- Partners recognised the capacity of Save the Children to support their organisation because it has a global network with much expertise to learn from.
- Partners think that their work and capacity have been valued, appreciated and emphasized by Save the Children although one partner commented that their work and efforts have never been mentioned in Save the Children's social media.
- Save the Children has demonstrated the values of its partners and treated them as equal partners. In addition, partners viewed Save the Children staff as kind and respectful.
- During COVID-19 pandemic, partners saw the benefit to partnering with Save the Children in terms of flexible budgets that can be utilised to the needs of target groups. However, the challenges were the delays of project's activities and the slow process to respond to the urgent needs of target groups.

#### *Transparency and accountability*

- The majority of partners surveyed believed that Save the Children is transparent in its engagement with their organisation as a partner. This is because Save the Children has a clear policy in their work and partners were informed regularly and timely on any updates. However, Save the Children was criticized on their own agenda which the partners were not informed.
- The majority of partners rated that the workplan with Save the Children was highly aligned with the agreement set out at the beginning of the project. However, three partners faced a similar challenge in the delayed timeline of the implementation.
- More than half of the partners rated highly that their opinions were being listened to by Save the Children. However, partners commented that higher level staff might not know about the challenges because of the lack of direct flow of internal communication.

#### *Mutual benefit*

- The survey data shows the majority of partners highly acknowledged the mutual benefits and fairness in the formal and non-formal agreements with Save the Children.
- Partners recognised that they shared the same target group and the same goal with Save the Children such as protecting vulnerable and marginalised children, promoting quality education for migrant children, and children with disabilities, supporting the economic empowerment and providing emergency response.
- Partners mentioned that the agreement with Save the Children is clear, transparent, and fair. The flexibility of the agreement is also praised as a benefit for partners to implement their projects. However, it was also revealed that sometimes the approach is top-down with little room for collaborative decisions.
- The majority of partners reported that the joint programme partnership they have with Save the Children will lead to achieving long term change for children. Partners reported that Save the Children's projects have been well designed and significantly contributes to improving the lives of youth

and children especially in terms of child protection, child education, child development and child participation. However, a few partners emphasised the need to have a long-term project to see the long-lasting impact of the target groups

#### *Save the Children's partnership management*

- Overall, partners rated good for communication and coordination approaches within Save the Children. Partners praised Save the Children for effective and clear communication on the project implementation, monitoring, reporting, event, and activities planning and account/finance management.
- The findings revealed that Save the Children staff have a systematic, sincere, timely and enthusiastic coordination.
- Save the Children staff turnover had a negative impact on the communication with partners. The partner said that when there was a change in staff, the handover of work was not smooth and there was a communication gap.
- More than half of respondents rated good in how well Save the Children has managed the conflict in the partnership. However, there was a feedback that Save the Children has their own standard which partners do not have sufficient capacity to comply.

#### **Challenges in the partnership with Save the Children**

- Partners reported that the challenges in the partnership with Save the Children were SCI's compliances (procurement, CP Policy, Finance, etc.), followed by project coordination (planning, preparing, implementing, etc.).
  - The rules (both SCI and donors) are too strict for their organization (due to their limitation and the local context)
  - Restrictions in short-term which made it impossible to develop detailed plans under the rules of SCI
  - Miscommunication or lack of communication
  - Sometimes the time limitation made it insufficient to plan together
  - Turnover of Save the Children's staff impacted the coordination and communication between partners and Save the Children

#### **Key recommendations**

- Establish a smoother flow of communication among high-level staff, field staff and partner staff to maintain the reporting channels and direct communication to provide feedback and complaints to SC senior management team.
- Conduct training and a refresher training for all Save the Children staff on the partnership, especially how to represent the organisation when communicating with partners, principles of partnership, and how to ensure high quality and impactful partnership in practice.
- Before setting out the rules and regulations in the partnership agreement, conduct a capacity assessment of partners. If there are urgent needs for partners to strengthen their capacity according to the finding of the assessment, Save the Children should support the partner within the first few months of the partnership.
- Ensure that the transition during staff turnover will have the least negative effects on the existing coordination by establishing an appropriate mechanism to hand over the tasks and coordination while maintaining a good relationship with Save the Children during this turnover gap.

# Background and Introduction

In early 2021, Save the Children surveyed 23 partners in Thailand. Partners were asked to rate and comment on different aspects of the quality of Save the Children’s relationships with partners following the partnership principles. The individual consultant was hired to analyse the data from the survey. This report reflects submissions from 19 partner organisations of Save the Children, Thailand Country Office. The structure of this report followed Save the Children International’s Partnership Principles: Value-driven and empowering relationships, transparency and accountability, and mutual benefit. In addition, it reflects challenges faced by partners and provide recommendations for future actions to respond to the partners’ feedback.

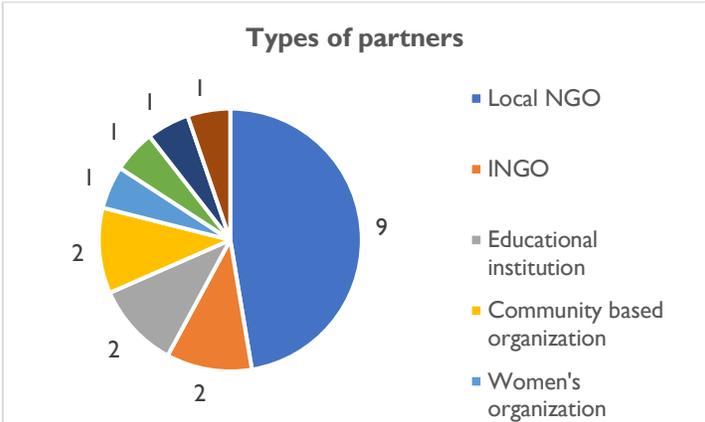
## Methodology

The survey respondents were anonymous. Each organisation submitted only one response. The survey questionnaire had sections with multiple-choice questions as well as written feedback or comments. The survey was online-based and shared through Google form. After receiving the survey responses, Save the Children exported the data to the excel sheet. The individual consultant analysed the findings and converged the analysis in the final report.

## Respondent’s profile and organisational nature

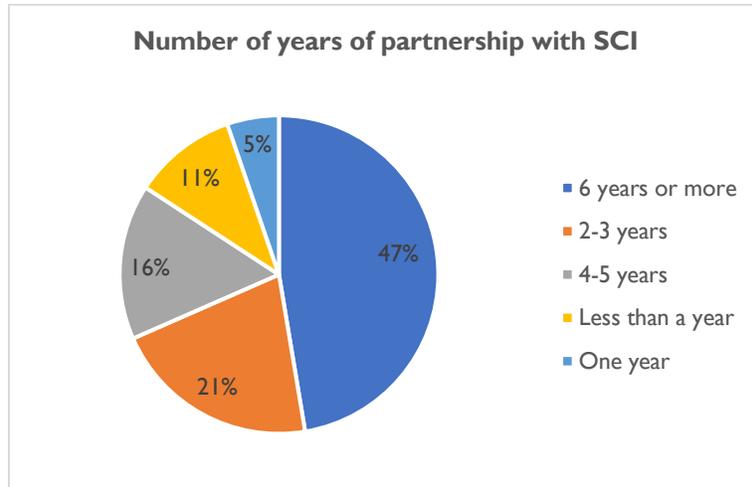
Partners identified themselves as local NGO, International NGO, community-based organisation, network/coalition, educational institution, an organisation for children and youths, and women’s organisation. Among the responding organisations, almost half (9 out of 19) were local NGOs.

Figure 1: Type of organisation



Nearly half of the organisations (47%) have been Save the Children’s partner for more than six years, followed by 21% for 2-3 years, 16% for 4-5 years, 11% less than a year, and 5% for one year.

Figure 2: Number of years of partnership with Save the Children



The majority of organisations (74%) viewed Save the Children as a partner, followed by 21% viewed as a donor or a funder and 5% viewed as a partner and a donor.

## Findings

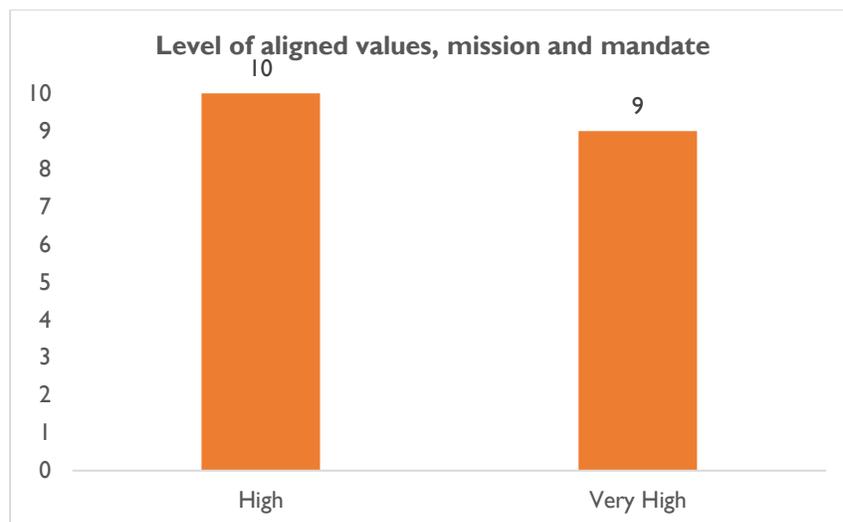
### Value-Driven and Empowering relationships

The first principle in the partnership principles is implying the aligned values, mutual respect and recognition of respective contributions and potential.

#### Aligned values

Save the Children vision is a world in which every child attains the right to survival, protection, development and participation and its mission is to inspire breakthroughs in the way the world treats children and to achieve immediate and lasting change in their lives. All the organisations rated highly (very high=9, high=10) on how the partnership with Save the Children aligned with their organisation's vision, mission and mandate.

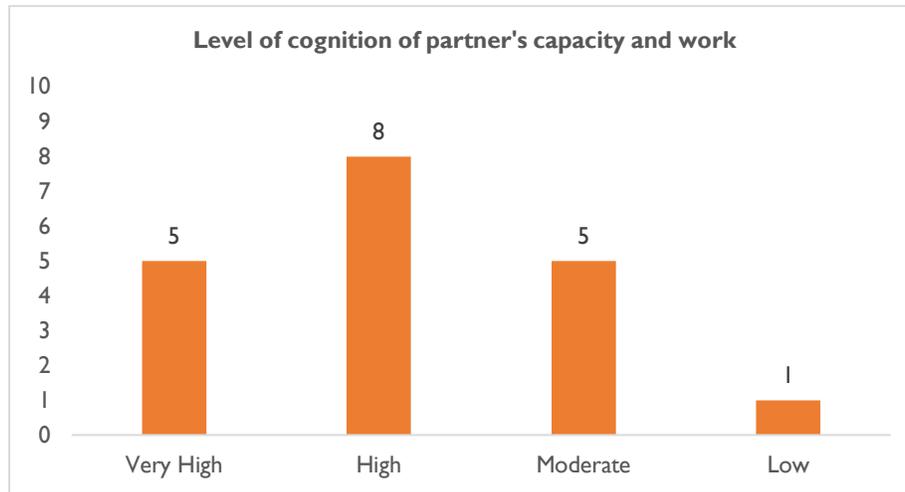
Figure 3: Level of aligned values, mission and mandate with Save the Children



## Recognition of partners' capacity and work

More than half of partners (very high=5, high=8) think that their work and capacity have been valued, appreciated and emphasized by Save the Children.

Figure 4: Level of cognition of partner's capacity and work



Save the Children was praised for their good communication and openness for feedback and transparency check. A few partners mentioned that they have been involved in advocacy and public campaigns with Save the Children.

One organisation that rated low in this category revealed that their work and efforts have never been mentioned in Save the Children's online platform and social media.

Partners that rated 'moderate' provided feedbacks included:

*"The top-down approach aforementioned has sometimes been compounded with a communication that is not very adapted. In turn, this has translated to field teams feeling undermined in their work, unable to express challenges, and ultimately resigning."*

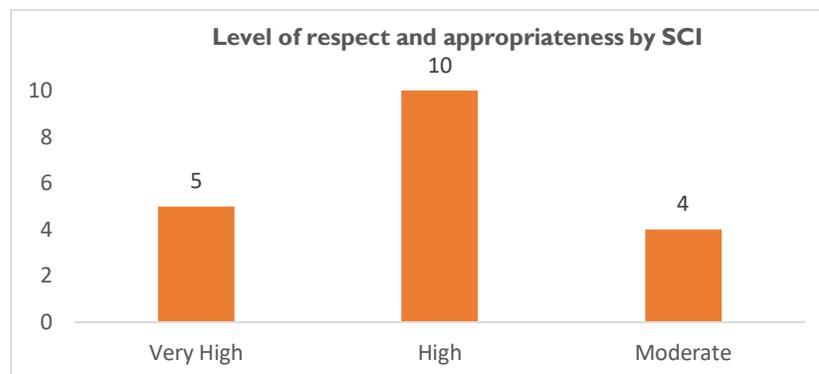
*"We feel that our works are not valued by the higher-level staff but we have a good working relationship with Mae Sot staff."*

*"Moderate is sufficient because SCI has strong visibility agenda."*

## Respect and appropriateness treatment

Out of 19 responses, 79% of partners acknowledged that Save the Children treated their organisation with respect and appropriateness.

Figure 5: Level of respect and appropriateness by SCI



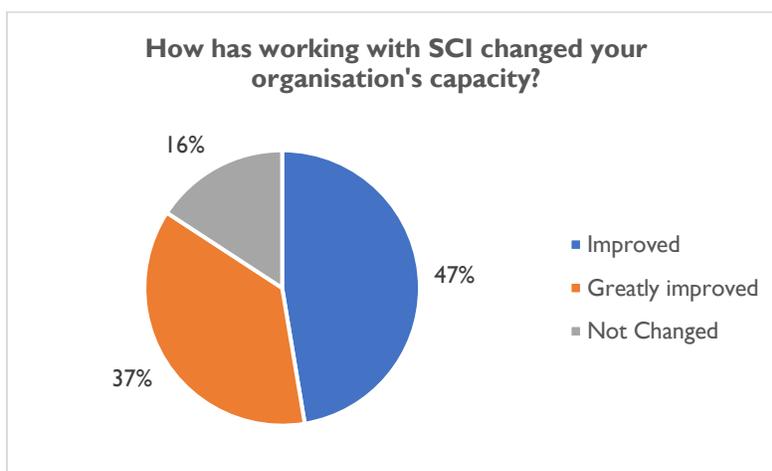
Partners viewed Save the Children staff as kind and respectful. Save the Children has demonstrated the values of its partners and treated them as equal partners. They also mentioned that Save the Children staff respect their decision and feedbacks as well as consistently provide close support and good suggestions for their work.

In partners' view, the challenge in this matter was from miscommunications among Save the Children staff. Two partners commented that there were staff, currently no longer with Save the Children, treated them inappropriately such as not respecting the work they do or using a dismissive tone. It was suggested that joint meetings with Bangkok Coordination level and field teams could mitigate this issue in the future.

### Strengthening organisational capacity

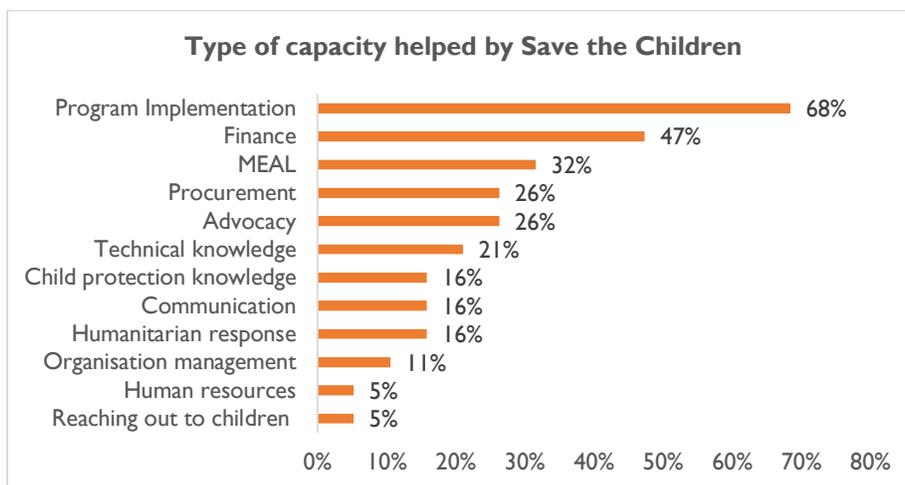
The survey data shows that the majority of partner organisations agreed that Save the Children has changed their organisation's capacity with 47% reported 'improved', followed by 37% reported 'greatly improved', and 16% reported 'not changed'.

Figure 6: How has working with SCI changed your organisation's capacity?



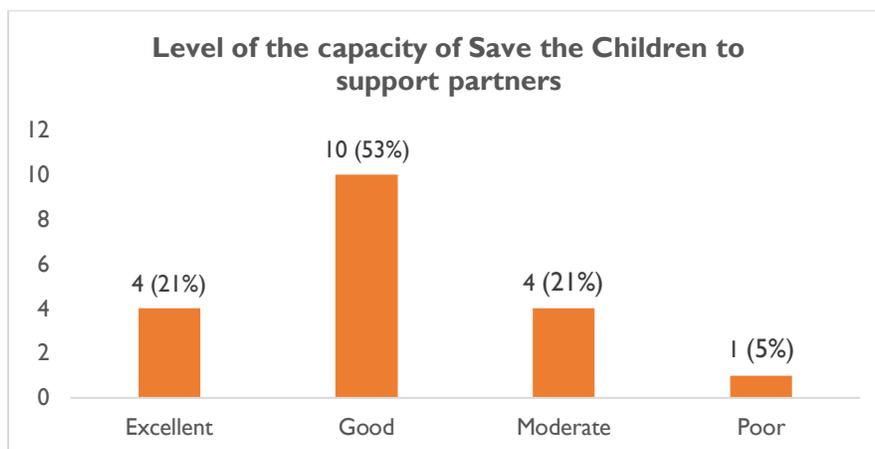
The type of capacity that Save the Children helped to improve the most is programme implementation (68%), finance (47%) and MEAL (32%). Other areas of capacity that Save the Children helped improve were procurement, advocacy, technical knowledge, child protection knowledge, communication, humanitarian response, organisation management, and human resources as shown in Figure 7.

Figure 7: Type of capacity helped by Save the Children



Out of 19 organisations, more than half think that Save the Children has relevant capacity to support their organisations (53% reported good followed by 21% reported excellent) 21% answered moderate, and 5% answered poor.

Figure 8: Level of the capacity of Save the Children to support partners



Save the Children is an international organisation that has a global network with much expertise to learn from such as management systems, technical specialists, and fund-raising skills. Many partners also mentioned that Save the Children helped them in terms of building the capacity of their staff, developing communication materials, coordinating with official agencies,

One mentioned challenge in the capacity of Save the Children is the staff turnover which impacted the relationship, networking of partner organisations and the transition in building the capacity of partners' staff.

Two partners mentioned that Save the Children understand and have knowledge of its project and not the nature of partners' work in other areas.

The partner who rated poor capacity is because Save the Children does not have teaching capacity for the organisation's target group.

### Partnership during COVID-19 pandemic

During COVID-19, 74% of partners saw the additional benefit or challenges to partnering with Save the Children and 26% said they did not see this benefit or challenges.

#### The benefits the partner mentioned are listed below:

- The project's budget can be adjusted to carry out activities for prevention and control of COVID-19 such as train children to make face masks and distribute them within their community.
- Materials support to enable homeschooling during the school closure.
- The flexibility of procurement and project's plan.
- Save the Children's network could identify new target schools to join in the project during this pandemic.
- Save the Children provided the safe school returns guidelines and helped a partner with home school learning materials.
- Access and raise awareness with children and parents in difficult situations and remote areas.
- A research finding will benefit the target groups in the Southern border provinces.

#### Challenges during COVID-19 pandemic includes:

- Delays and unable to conduct activities in projects with Save the Children.
- Partners were unable to organize face-to-face meetings/training and had to conduct online meetings/training instead.

- When there was a need for urgent assistance, Save the Children's process was relatively slow which was not timely to the need for target groups.
- A partner did not receive sufficient protection materials for the schools due to the limited funding.
- Coordinating with relevant staff who were outside Thailand.

**Partner's demand for capacity support for COVID-19 focused initiatives include:**

- Supporting the sustainable solutions for children's education - supporting online learning, devices, connectivity, appropriate materials (languages and age-appropriate) and publishing the existing learning channels.
- Supporting ethnic children and migrant children who need health care and promote their development (food security/nutrition/reproductive Health).
- Organise a consortium wide approach to managing the workspace to sensitize and mitigate further spread.
- Empower the youth leadership network and community volunteer leader (including refugee camps staff) to access and support economic development at the household level especially for ethnic and migrant populations (migrant workers)
- Materials and equipment to prevent the spread of the virus such as disinfection materials, temperature measuring devices, virus protection gears as well as installing WASH systems in remoted schools (such as in refugee camps)
- Encourage more involvement in designing a response, especially leveraging COVID-19 response as income-generating opportunities which is aligned to current joint programming.

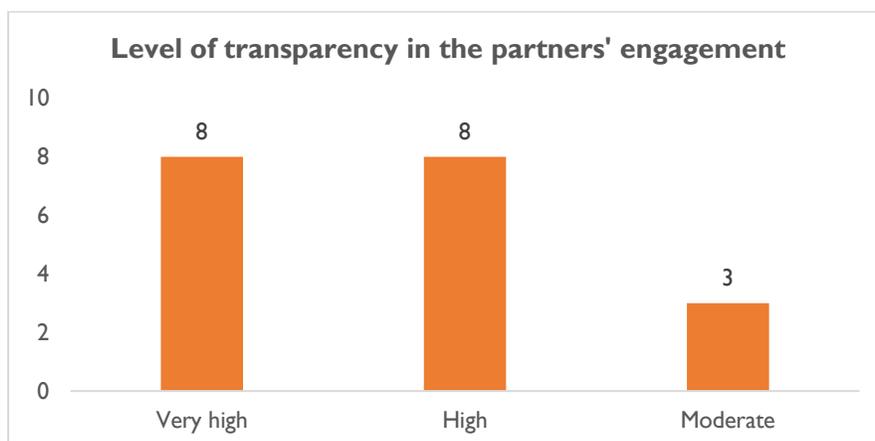
## Transparency and accountability

The second principle, transparency and accountability, implies that openness and honesty in working relationships are pre-conditions of trust. Only with transparent working and information sharing will a partnership be accountable to its stakeholders.

### Transparent partnership with Save the Children

The majority of partners surveyed believed that Save the Children is transparent in its engagement with their organisation as a partner. 42% of respondents to the survey reported that they have very high beliefs and another 42% has a high belief in the transparency of their engagement with Save the Children's work.

Figure 9: Level of transparency in the partners' engagement

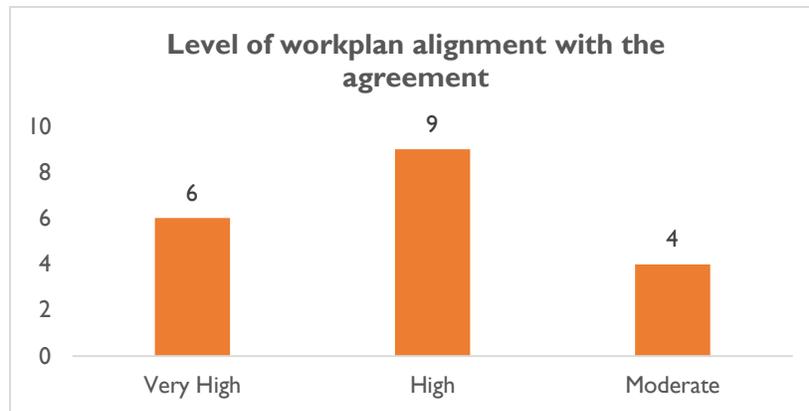


The partners said that Save the Children have high transparency and high standard with a clear policy in their work. Partners reported that they have been informed regularly and timely on any updates when they worked with Save the Children. When there were challenges faced by Save the Children, partners were informed.

One partner who rated 'high' revealed that although Save the Children is clear in their work but sometimes it has a 'hidden agenda' which they would appreciate if they were informed about this in advance to plan and set the goal together. Further, one partner suggested that Save the Children should share the final report submitted to the donor with them.

The majority of partners rated that the workplan with Save the Children was highly aligned with the agreement set out at the beginning of the project. (very high = 32% and high = 47)

Figure 10: Level of workplan alignment with the agreement



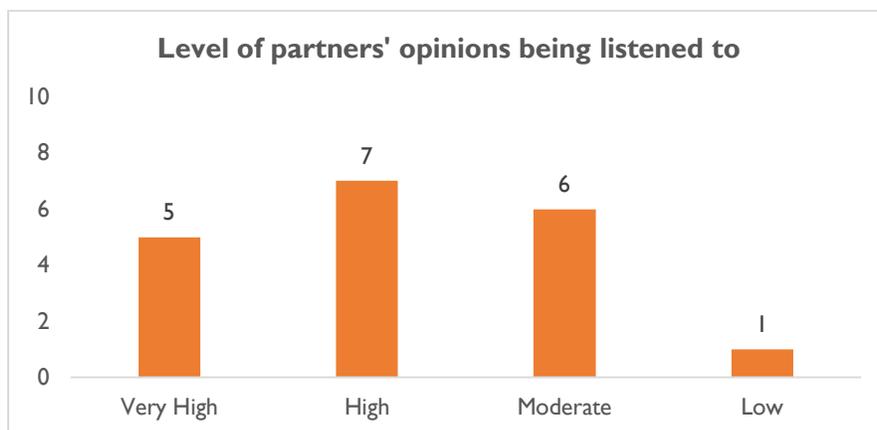
Their answers for this rating were that there was no major change in the workplan, most of the project activities could implement as planned and made an impact on children. This is because partners and Save the Children worked together in the design, development and implementation of the project and budget. This means that partners can plan their activities according to the goals and objectives of Save the Children's project. If there was a change or challenge in the workplan, partners normally consulted with Save the Children to find the best solution.

However, three partners faced a similar challenge in the delayed timeline of the implementation. This caused the delay to other activities, and they needed to use other budgets to implement the activities. Other challenges include external factors such as security issues and COVID-19. One partner commented that the workplan was in English and sometimes they did not realize that there were other required activities in the workplan.

### Openness and honesty

More than half of the partners rated highly in the level that their opinions were being listened to by Save the Children (very high=26% and 37%=high), followed by 32% rated moderate and 5% rated low.

Figure 11: Level of partners' opinions being listened to

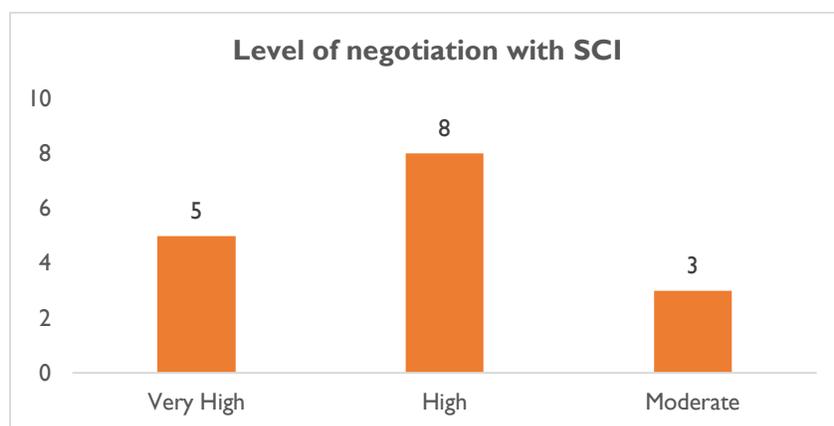


Those who rated very high and high said that they were always allowed to share their views during the meetings or when there was a need to change the plan. The partners felt that Save the Children was always open for discussion and respect their point of view, although some of their views were not in an agreement or different from Save the Children.

Partners who rated moderate and low for this question said that although Save the Children listened to them, the messages were not communicated internally to the higher level and the problems were not fixed as requested. They suggested Save the Children listening more from partners and provide technical support to what they ask for.

When asked what level they felt that they can negotiate with Save the Children, 42% of the partners rated high and 26% rated very high, and another 16% rated moderate.

Figure 12: Level of negotiation with SCI



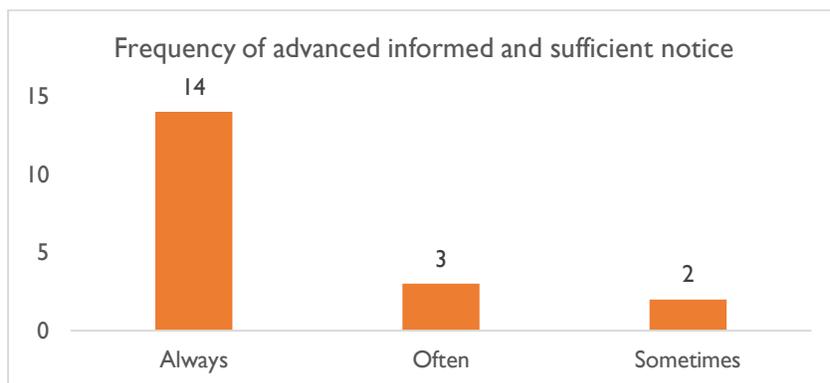
Partners who rated high and very high said that Save the Children was open to discussion although they were not able to respond to all the requests. Sometimes, Save the Children staff helped a partner to rearrange a budget that the procurement was not possible from the partner's side or to adjust the project's activity plans due to the uncontrollable context. One partner mentioned a safe space to discuss and exchange the issues related to their work.

Those who rated moderated said that Save the Children's multiple layers of administration can sometimes impede negotiations, though there is always available and open communication at the Bangkok Office. Sometimes, Save the Children was willing to listen but some other times, they did not want to listen, and the partner could not meet Save the Children staff to negotiate. One partner also mentioned that they did not have enough negotiation skills to discuss with Save the Children.

A suggestion was made for Save the Children to be more flexible and respond to what the partners requested.

The majority of partners (74%) agreed that Save the Children always informed them in advance with sufficient notice when requesting project meetings, reports, updates, donor visits or other requests.

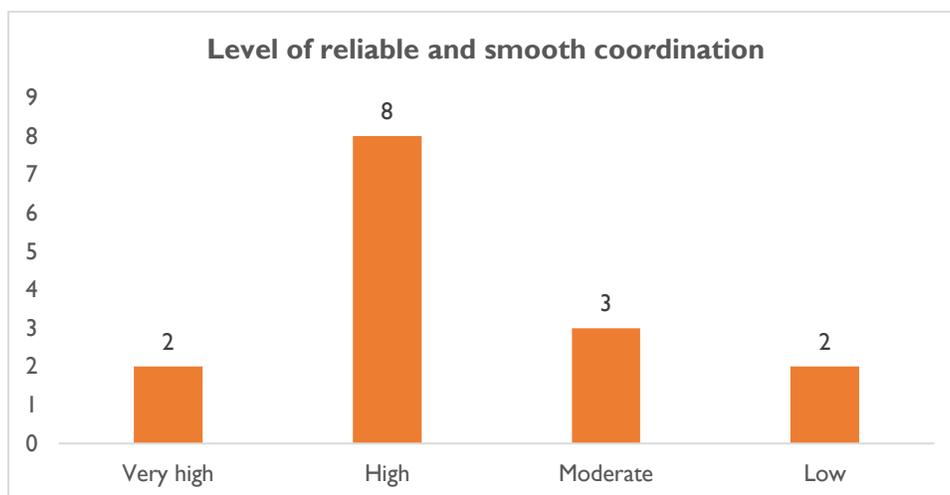
Figure 13: Frequency of advanced informed and sufficient notice



### Reliability and smooth coordination

Almost half of the partners (42%) rated high when asked whether Save the Children staff are reliable and carry out smooth coordination with their organisation, followed by 16% rated moderate, 11% rated very high and another 11% rated low.

Figure 14: Level of reliability and smooth coordination



Those who rated ‘very high’ said that it has been smooth coordination with Save the Children since the beginning of their partnership more than 5 years ago and they never experienced any problems.

The majority of partners rated high because they think that Save the Children staff are capable, experienced in their area of responsibility and have good coordination and problem-solving skills. They also said that Save the Children staff are willing to hear feedback from its partners and can answer any concerns they might have. In terms of coordination, because Save the Children has different departments and field offices that make the work runs smoothly.

Partners that rated ‘moderate’ said that there were communication breakdowns and inconsistency coordination due to Save the Children staff turnover. Another partner reported that the decision-making process was delayed.

Those who rate low cited that:

*“Excellent inter-personal and working relations were experienced at coordination levels but were not rippled to field level, where communication was reportedly more difficult. This can notably be*

*attributed to a stressful work environment in a sensitive area and high workload intensity. This has also been compounded with larger power dynamics, in a very sensitive area where perception can be impacted/biased by the political and cultural context.”*

Suggestions for smoother coordination is for Save the Children’s high-level staff and the donor to visit them in the target sites and to ask for feedback from community-based organizations.

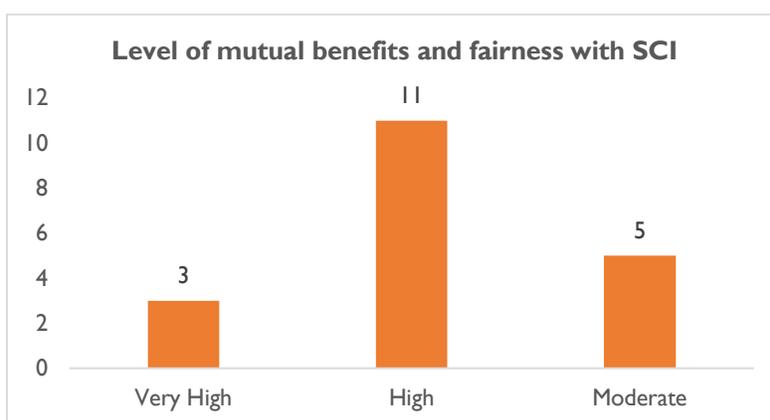
## Mutual benefit

The third principle of Save the Children’s partnership is a mutual benefit which means that those expected to contribute to the partnership should also derive added value from it, in addition to bringing about changes for children. Save the Children believes that only in this way will the partnership ensure the continuing commitment of partners and therefore be sustainable.

### Mutual benefits and fairness in the agreement

The survey data shows 74% of partners highly acknowledged the mutual benefits and fairness in the formal and non-formal agreements with Save the Children. (Figure 15)

Figure 15: Level of mutual benefits and fairness with SCI



Partners recognised that they shared the same target group and the same goal with Save the Children such as protecting vulnerable and marginalised children, promoting quality education for migrant children, and children with disabilities, supporting the economic empowerment and providing emergency response.

In terms of fairness, a few partners emphasise that before signing the agreement, there was a systematic consultation with partners to acquire the requirement of both sides. They also mentioned that the agreement with Save the Children is clear, transparent, and fair. The flexibility of the agreement is also praised as a benefit for partners to implement their projects.

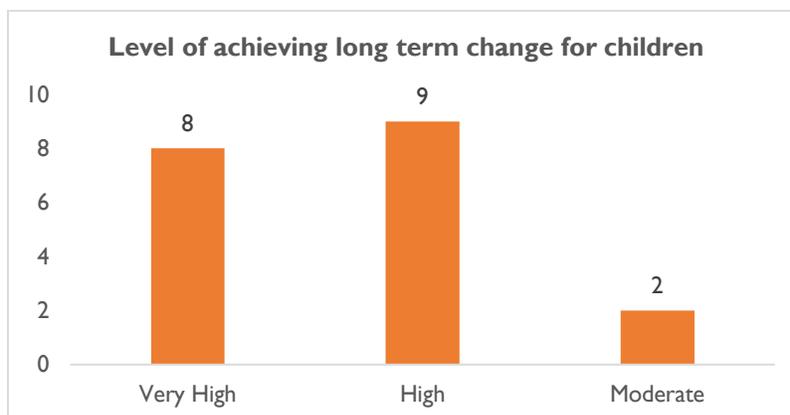
However, two partners revealed that sometimes the approach is top-down with little room for collaborative decisions. This has been the case in scheduling some activities, changing beneficiary selection criteria, short notices of deadlines. These resulted in the change of activities plan and the partners had to deal with the consequences unilaterally. More open discussion is encouraged and should involve relevant technical teams to identify the best solution to balance needs/relevance/impact with more pragmatic considerations.

One challenge to the agreement was that the agreement should have been translated into Thai for the best understanding of the terms.

### Partnering for long term change for children

The majority of partners (89%) reported that the joint programme partnership they have with Save the Children will lead to achieving long term change for children.

Figure 16: Level of achieving long term change for children



Partners reported that Save the Children's projects have been well designed and significantly contributes to improving the lives of youth and children especially in terms of child protection, child education, child development and child participation. The activities and curriculum designed and developed in the project can support other children for a better quality of life. In addition, working with Save the Children also has made a significant difference at the individual and local organization levels during the implementation of the project and after completing the project.

A few partners emphasised the need to have a long term project to see the long-lasting impact of the target groups (such as the migrant education project) as well as requesting Save the Children's support in advocacy work at the national level while the partners implement the project at the local level.

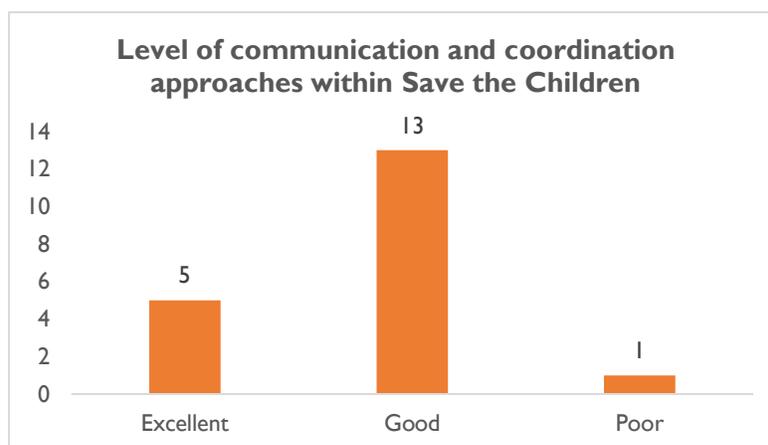
## Save the Children's partnership management

This section describes the level of communication and coordination between Save the Children and partners, how partners are aware of expectations, how well Save the Children managed the conflict in the partnership, challenges and other related feedback from partners.

### Communication and coordination of Save the Children

Overall, 68% of partners rated good for communication and coordination approaches within Save the Children, followed by 26% rated excellent and 5% rated poor.

Figure 17: Level of communication and coordination approaches within Save the Children



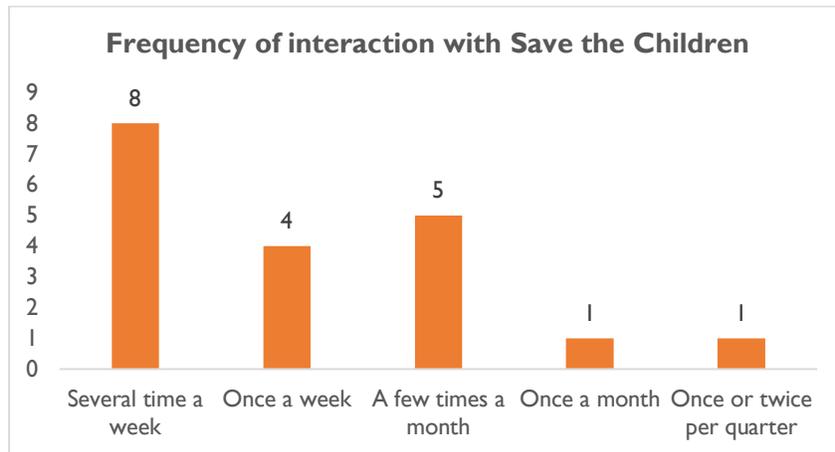
Partners praised Save the Children for effective and clear communication on the project implementation, monitoring, reporting, event and activities planning and account/finance management. They felt that they not

only could talk and ask for feedback from Save the Children staff anytime, but they can also make a complaint when needed. This has strengthened their relationship. In addition, the findings revealed that Save the Children staff have a systematic, sincere, timely and enthusiastic coordination.

However, as previously mentioned, the Save the Children staff turnover had a negative impact on the communication with partners. The partner said that when there was a change in staff, the handover of work was not smooth and there was a communication gap. Timely, appropriate and reachable communication was another positive result mentioned by the partners.

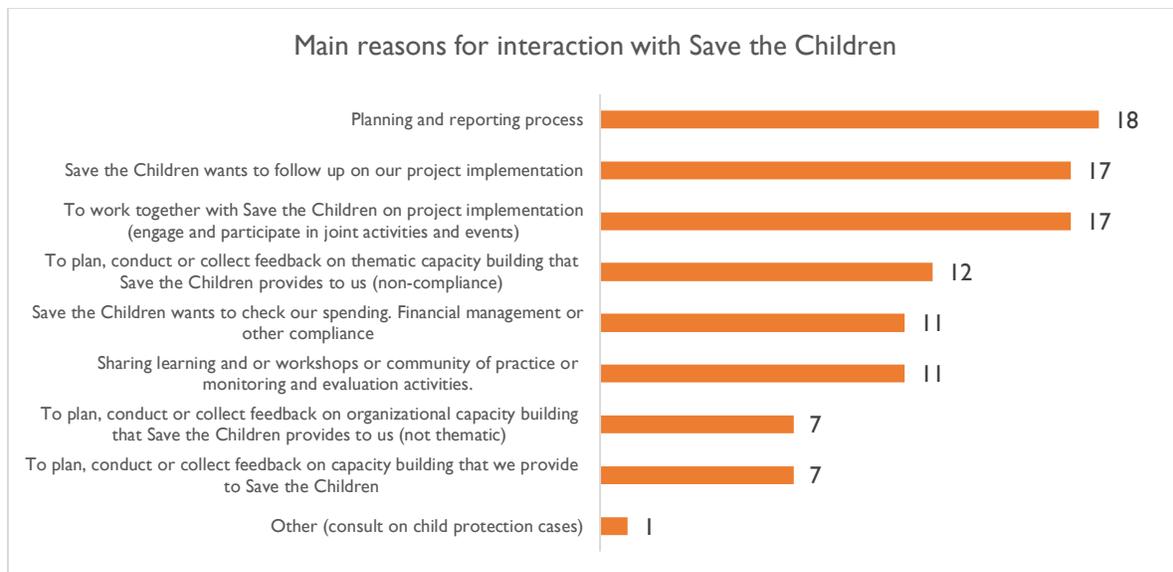
In terms of frequency of interaction with Save the Children, almost half of the partners (42%) said that they interacted with Save the Children (face to face, skype, LINE, and calls) several times in a week, followed by 26% a few times a month, 21% once a week, 5% once a month and another 5% once or twice per quarter.

Figure 18: Frequency of interaction with Save the Children



Most of the partners (95%) said that the main reason for their interaction with Save the Children was the planning and reporting process, followed by 89% for Save the Children wanted to follow up on their project implementation, and another 89% for working together with Save the Children on project implementation (engage and participate in joint activities and events). Other reasons were shown in Figure 19 below.

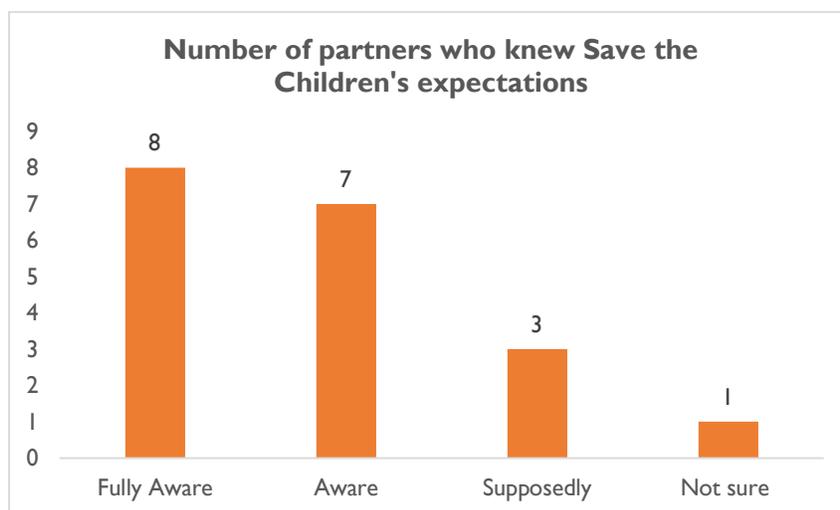
Figure 19: Main reasons for interaction with Save the Children



## Awareness of expectations

The majority of the partners were aware of Save the Children's expectation in this partnership: 42% were fully aware, followed by 37% aware, 16% supposedly aware, and 5% not sure.

Figure 20: Number of partners who knew Save the Children's expectations



## Managing conflict in the partnership

More than half of respondents (63%) rated good in how well Save the Children has managed the conflict in the partnership, followed by 21% rated excellent and 37% rated moderate.

Figure 21: Level of conflict management in partnership



Those who rated excellent said that they can communicate with Save the Children's focal point on any issues at any time. If any conflicts occur, they feel that they can discuss with Save the Children to find the solutions together.

The reasons for 'good' rating for this question included a quick and professional response to conflict and openness to discussion.

For the 'moderate' rating, some feedbacks include:

*"Save the Children wanted us to use their standard, but we are only the local organisation and do not have sufficient human resources, so it seems that we do not have enough standard for them"*

*“When there was a conflict, normally it led to a worse relationship and poor conflict management”.*

*“When we reported about short term actions, they were immediately taken with meetings and mutual planning, but it did not change the behavioural dimension of the issue. Nevertheless, more open planning and mainstreaming emails as preferred means of communication were particularly helpful to ensure transparency and mitigate disagreements.”*

*“Field staff of SCI are a bit flexible as they work closely with us and our community, but the high level seems a bit ignorant of the community situation and would try to stick with their own procedures reasoning that it was donor expectation.”*

## Challenges in the partnership with Save the Children

Out of 19 partners, 37% reported that the challenges in the partnership with Save the Children were SCI’s compliances (procurement, CP Policy, Finance, etc.), followed by 32% said that project coordination (planning, preparing, implementing, etc.) was a challenge. An equal percentage reported no challenge while one partner commented that the time for proposal preparation was too short which made them pressured. 16% mentioned other challenges such as the delay in publishing the project’s publication; top-down approach to partnership, visibility; and ownership). 11% said there was a challenge in a personal issue such as different working methods and unfriendly methods of communication.

The table below shows the issues that partners and Save the Children encountered in the partnership.

*Table 1: Challenges and reasons for the issues.*

Challenges	Number of partners who selected this answer	Reasons
SCI’s Compliances (Procurement, CP Policy, Finance, etc.)	7	<ul style="list-style-type: none"> <li>▪ The rules (both SCI and donors) are too strict for their organization (due to their limitation and the local context)</li> <li>▪ Restrictions in short-term which made it impossible to develop detailed plans under the rules of SCI</li> <li>▪ Too many detailed documents</li> <li>▪ The change to a yearly contract affects the transaction process and time consuming</li> <li>▪ Deadlines and expectations are unrealistic for both SCI and donors.</li> </ul>
Project Coordination (Planning, Preparing, Implementing, etc.)	6	<ul style="list-style-type: none"> <li>▪ Miscommunication or lack of communication</li> <li>▪ Sometimes the time limitation made it insufficient to plan together</li> <li>▪ Turnover of Save the Children’s Coordinator</li> <li>▪ Different expectations in project implementation</li> </ul>
None	6	<ul style="list-style-type: none"> <li>▪ While there were no issues the challenge was in the preparation of the proposal where time was rather short and mounted pressure on all parties.</li> </ul>

Other (Delayed in the publishing of project publications, top-down approach to partnership, visibility, and ownership)	3	<ul style="list-style-type: none"> <li>▪ There are steps that SCI must approve and the time to design and publishing usually takes at least two months.</li> <li>▪ As partners, they should have been more explicit in their perceptions and expectations of the partnership.</li> <li>▪ As consortium coordinator, SCI takes stronger visibility and ownership of consortium activities.</li> </ul>
Personal Issue	2	<ul style="list-style-type: none"> <li>▪ Different working methods; unfriendly methods of communication</li> </ul>
Beneficiary Relationship	1	<ul style="list-style-type: none"> <li>▪ Roles and responsibilities were not very clear between SCI and partners.</li> </ul>

### Other feedback to Save the Children

When asked if they would recommend Save the Children another organisation to partner with Save the Children, all the partners (100%) said yes. The explanations for this answer are:

- Because SCI works intending to truly make changes to its target groups without focusing on image and publicity.
- Save the Children has effective strategies, quality programming and relevant projects.
- Save the Children build the capacity of partners and allow them to grow and learn.
- With 100 years of experience, Save the Children has a knowledgeable, professional, capable and supportive team with a global standard, specific expertise, and a systematic project's implementation.
- Save the Children has a good reputation as a professional organisation that help migrant children and children in the Southern border provinces.
- The financial support is clear, transparent, and sufficient for project implementation.
- Save the Children promotes the participation process of children.
- Campaigning of children's issues

Below is the other feedback from partners to Save the Children:

*“SCI is an ambitious partner organisation that has the ability and potential to help children to access more opportunities. Thank you for your continued commitment and commitment to the children.”*

*“Thank you for working together, it was a great experience. We felt the friendliness and that we can talk and communicate in all matters. SCI is not only just a source of funding that supports the budget, but it also is a good partner and colleague who supports the work of the organization in each area. They understand the context and nature of the area which made the project implementation successful and well-accepted”*

*“SCI in Thailand's personnel changes have impacted planning and implementation of consortium activities. However, this has been addressed and we are looking forward to a fruitful engagement with the consortium.”*

*“SCI has done a good job already but still many ways need to get reflections from partners more”*

# Recommendations

## Recommendation for Save the Children to strengthen the partnership

- **Key recommendations** Establish a smoother flow of communication among high-level staff, field staff and partner staff to maintain the reporting channels and direct communication to provide feedback and complaints to SC senior management team. This will help to ensure transparency and solve the conflicts and challenges.
- Conduct training and a refresher training for all Save the Children staff on the partnership, especially how to represent the organisation when communicating with partners, principles of partnership, and how to ensure high quality and impactful partnership in practice.
- Before setting out the rules and regulations in the partnership agreement, conduct a capacity assessment of partners. If there are urgent needs for partners to strengthen their capacity according to the finding of the assessment, Save the Children should support the partner within the first few months of the partnership. This is to ensure that they are capable to follow Save the Children's standards. .
- Ensure that the transition during staff turnover will have the least negative effects on the existing coordination by establishing an appropriate mechanism to hand over the tasks and coordination while maintaining a good relationship with Save the Children during this turnover gap.
- Ensure that the partners are informed in advance with reminders on deadlines and timeframe of project's reports and other relevant tasks.
- Encourage the donor to visit project sites to ask for feedback from community-based organisations.

### Other areas for improvement according to partners' suggestions

- Provide more time for partners in the proposal development stage to develop a thorough and feasible plan and reduce pressure on partners.
- Translate the agreement, the workplan, and other relevant documents to the language that the local partners can understand. Provide an appropriate explanation to a certain change of plan or the change of agreement such as the annual contract signing.
- Downward accountability by encouraging senior managers to visit the projects' partner and have a field exposure.
- Recognise partners' capacity and their work by showcasing their efforts on Save the Children's social media and compliment their work to the senior management of the organisation.
- Assign the advocacy focal point to link the local advocacy agenda to Save the Children's national advocacy strategy.
- When there are challenges, Save the Children should involve relevant technical teams to identify the best solution to balance the needs, relevance, and impact with more pragmatic considerations.
- Ensure that Save the Children share the final report with partners.

## Recommendation from partners for other areas of work and collaboration

In addition to the existing partnership, below are the other areas of work that partners would like to expand collaboration with Save the Children.

- Provision of refugee education on the border.
- Reduction of the out of school children.
- Supporting the project that works together as a network such as prevention of violence against children, online safety, promoting children's rights to environmental health, and development of ethnic and migrant children.

- Supporting the access to children's official status.
- Establishing child protection mechanisms in all areas in the Southern border provinces.
- Establishing the pilot models to support children in every province of Southern provinces such as parents training and providing access to books for children.
- Gender and LGBTQI issues in the Southern-border provinces.
- Livelihood support.
- Developing curriculums across the Thailand-Myanmar border (focusing on learning between cultures and languages).
- Capacity building for staff that work on children's issues.
- Child drowning prevention
- Developing a process or curriculum in child care.
- To cooperate and support local and community-based organisations as they are the main community-based organization that works in the community by members of the community.