**Partnership Survey Recommendations/ Findings & SC Thailand’s Management Action Plan**

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|  | **Survey Finding/ Recommendation** | **Management Response** | **Actions to be Taken** | **Action Deadline** |
| **1** | **Communication and Coordination:** Confusion between lines of communication from SC and on coordination. Partners recommend establishing a smoother flow of communication among high-level staff, field staff and partner staff to maintain the reporting channels. They also recommended facilitating direct communication to provide feedback and complaints to SC senior management team, all of whom should have full understanding of the operating context. This will help to ensure transparency and solve the conflicts and challenges. Limited number of partners mentioned need to improve communication (language used) and approaches from field as well as top-down approaches.  *\*Note this is also linked to impact of Staff Turnover (see point 4 below)* | Communication to partners should be provided by the lead Save the Children Partnership Focal Point/ Project Coordinator for all matters relating to agreements, work plan monitoring, spending, donor compliance and activity plans. SC Management recognizes that there have been instances where members of our team from other departments have reached out to partners separately, and at times when we have had gaps in staffing, and that this has created some confusion.  As it relates to including Senior Management from SC, if partners believe issues are not being dealt with appropriately or they would like to engage upper management in both agencies, they are welcome to do so and should always feel welcome to reach out to the Program Director ([victoria.hopkins@savethechildren.org](mailto:victoria.hopkins@savethechildren.org) (English speaker) or Senior Operations Manager [ekkapong.saewan@savethechildren.org](mailto:ekkapong.saewan@savethechildren.org) (Thai and English speaker). Over the last year, partnering issues have been raised to this level and relevant joint senior team meetings set up.  Regular field visits by the Senior Management Team and Technical Team of SC Thailand were in place prior to COVID-19 outbreak, and visits have taken place between ‘waves’ though notably far fewer than previous practice. SC Thailand Management recognizes the importance of spending face to face time with partners and investing in understanding operational realities and is keen to resume schedule for field travel asap. | **1.1** SC Thailand will continue to ensure that **communication to partners is provided via the SC Partner Focal Point/ Project Coordinator**, with minor exceptions (invites to events/ training, or when the PC is absent).  **1.2 SC Thailand will ensure that the contacts for the Program Director and Senior Operations Manager is provided to all partners at project kick-offs** and continue to communicate that partner should be free to reach out directly, as required.  **1.3 Partnership Management Training:** SC will provide training and refresher trainings for all SC Partnership Focal Points and key staff, with focus on partnership principles, communicating with partners, and ensure high quality and impactful partnership in practice.  **1.4. SC Thailand SMT Field Visits:** Downward accountability by ensuring SC Senior Management Team visit the projects’ partner and have field exposure, COVID-19 restrictions permitting. | **1.1** Effective Immediately  **1.2** Effective Immediately  **1.3** Quarter 4 2021 & Quarter 1 2022  **1.4.** Resumption of continuous field travel by Jan. 2022. Target field visits by Senior Ops & PD in 2021 planned. |
| **2** | **SCI Compliance – Listed as the Highest Ranked challenge in by Partners**   * 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 * Too many detailed documents * The change to a yearly contract affects the transaction process and time consuming * Deadlines and expectations are unrealistic for both SCI and donors. | SC Thailand managemement recognizes that we have robust compliance measures in place to ensure the proper project roll-out, spending, accountablity and safeguarding to children, and to drive impact. These compliance measures are what also allow us to attract funding from a mix of donors both inside and outside of Thailand, ensuring that we are not overly dependent on any single instituation and can design our strategies in response to need. We recognize, however, that expecting partners to immidetely fulfill these compliance requirments from day 1 is not always possible, and it is our responsiblity as partners to provide adequate time and support to partners to meet these requirements, and in exceptional cases, make adjustments to agreemetns to reflect when meeting compliance obligations is impossible; this is something we can do, for instance, with our emergency grants when exceptions need to be made and can be negioated with donors.  Save the Children run partnership capacity assessments at the start of all new partnerships and renews them after 2 years. These partner capacity assessments then highlight which areas partners are most in need of training and coaching supporting across all departmental and techncial areas, including in relation to donor compliance. We then look at the results of this analysis and provide training to partners (sometimes grouped together) to address identified needs, which partners have also reviewed and endorsed in the partner agreement. We recognize, however, that at times the roll-out of this training is not immidieate and that after the training, ongoing direct support is required and not always provided as quickly as asked due to human ressource contrainst in SC support departments.  SC Thailand is required to provide yearly contracts when the source of funds is awarded to us on an annual basis; this can apply to multi-year contracts where our new annual funding allottment is contingent upon approval fron the donor of our annual report and finanical narrative. Given this, we are required to have in place an annual contract with partners who are receiving funds under these types of multi-year grants. | **2.1.** **Ensure that the Capacity Support Plans for Partners are reviewed and priority training (finance, procurement, meal, CSG) provided within the first 3 months of the partnership**, and transparency on training offer provided to Partners in an annual presentation.  **2.2. Increased finance staff and MEAL staff support in Mae Sot Field Office** (Senior Finance Officer, Finance Assistant and Data Verification Assistant) in place to work directly with partners on day-to-day support. | **2.1** January 2022  **2.2.** Sept. 2021 |
| **3** | **SC Staff Turnover:** High levels of staff turnover in the field team resulting in inconsistency in coordination and delays in approvals. Partners recommending 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. | SC Management recognizes that we have had a number of staff changes within project coordination positions in the last 1.5 years, and accept that there were gaps in transition and communication, exacerbated by the fact that we also had change in our technical and middle management lines. | **3.1** SC Thailand has assigned a **new Senior Ops Manager**, a position that was previously in the country office but absent for the last 2 years. This position will ensure consistent communication to partners and project oversight when PC roles are under recruitment. Clear handover plans and ‘acting’ leads will also be put in place 100% of the time. Partners will be notified as to who their Partnership Lead will be on temporary basis. SC to make sure that **handover process during the staff transition include the partners related issues, and review of all project documents** to reduce the inconsistency and gaps.  **3.2 SC Thailand is prioritizing getting the *right-fit* candidates into the roles from the outset** and ensuring more technical engagement in our internal hiring processes, and Project Management support plans and inductions for new staff. We are expecting this will reduce attrition from key posts. | **3.1** Effective Immediately  **3.2** Effective Immediately |
| **4** | **Clear deadlines, sufficient lead time for Partnership Reporting and Technical Team engagement in program re-designs:** Ensure that the partners are consulted and informed in advance with reminders on deadlines and timeframe of project’s reports, change in activity plans, and other relevant tasks. Partners highlighted the need for more technical input into changing programmatic adaptations to identify the best solution that considers needs/ balance/ impact. | SC Thailand provides all project reporting deadlines in our partner agreements and these can be discussed before signing, and we encourage partners to address any key issues they foresee with the reporting schedule at the time of signing. If reporting issues arise after signing then they should be flagged immediately so that SC Thailand can go back to our Member and Donor for consideration. These deadlines are not set by us but by the donor and then we are obliged to follow.  We recognize that review and engagement of our technical team in all project redesigns has not been consistently present in the last 2 years – in part because we had gaps in recruitment and also very stretched staff with COVID-19 and MMR coup demands. We do want to make this a more consistent practice going forward. | **4.1 SC Technical Advisors review and sign off on all project adaptions/ changes to work plans/ log frames before submission to donors**, and engage in those discussions with partners when required. | **4.1** Effective Immediately |
| **5** | **Donor Visits/ Community Engagement:** Encourage the donor to visit project sites to ask for feedback from community-based organisations, which will assist with issues of understanding of the context and reduce miscommunication on project progress, etc. | SC Thailand Management agrees that donor visits have reduced in the last 2 years and agree that the benefit these visits bring is immense, both interms of ensuring partners and communities can speak directly to the donor and provide feedback on the program and needs, but also so that the donors have a much better understanding of the operational contexts and have greater investment and commitment to the grant.  In the last 2 years we have facilaited ‘remote’ donor visits, and also had at least 4 field visits around COVID-19 restrictions from EU, USAID and ECHO. We will continue to invite donors, after consulting with patrners on best times, and encourage partners to flag to us early when they also wish to host. | **5.1 SC Thailand to reach back out to donor base to set up new visit schedule** and ensure partners agree on timelines and focused objectives. | **5.1** January 2021 |
| **6** | **Insufficient Program Design time**: Provide more time for partners in the proposal development stage to develop a thorough and feasible plan and reduce pressure on partners. | SC Management recognizes this challenge and this remains a priority for us to address and remain open to partner suggestions for further improvements. In general, we have invested some time and effort to better plan and prepare for expected calls for proposals, when possible. Better understanding large donor’s strategies and engagement timelines has enabled us to reach out to partners ahead of calls to discuss potential partnership and engagement. We have faced some challenges at times to engage with partners in advance because this can be seen as less of a priority (vs. day-to-day priorities) and it may be harder to plan or strategize without a clear ask (funding, thematic etc.) which, is understandable, nevertheless we hope to continue doing that as much as possible. Once a call is live and we are engaging to develop a proposal, our first steps is to define a draft timeline and assign some roles including one of “partnership/ops” lead – often a colleague from the program team – to move forward with consultations and streamline communication. **Our priority has been to dedicate more time for partner inputs because we recognize that partners need time to reflect internally but also to provide inputs.** As much as possible we are encouraging our teams to present timelines to partners in advance and are open to adjustments – the same way we adjust timelines with our teams as they may conflict with program priorities. In the event of a donor call that has very limited time or constraining requirements (ex: a project extension requiring to adopt a fixed rationale of intervention or a rapid turnaround call – 10 days are common practice with many donors) we try as much as possible to be transparent with partners on who set these requirements and we can ensure you that we do respect potential partner’s decision not to focus time and effort on a call where they feel they won’t be able to contribute in time (a principle we apply as well). | **6.1** **100% of the time we give partners a clear timeline for proposal and concept note** input for their appreciation and comment.  **6.2**. SC Thailand will continue to **advocate to Member/ Donors on sufficient lead time for Partner Planning** in all proposal and concept notes processes | **6.1**. Effective Immediately  **6.2.** Effective Immediately |
| **7** | **Public Partner Recognition:** 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. | SC Thailand Management understands that without the diverse expertise and experience of our partners we would not be able to deliver change for children, and we continuously strive to showcase our work together as partners. We are conscious of including partner logos and reference to partners in public statements, reports and events, and also wish to provide partners the opportunity to lead whenever possible. We always welcome improvements on how better to showcase partner collaboration. We would also appreciate partners extending recognition of our contributions to reports, events and results in partner external comms materials, and will continue to set out two-way clarity on this strategy in open manner.  SC Thailand has a clear communication sign-off policy that includes the review of our Communication Campaign and Media Coordinator and for high profile publications, our Program Director and National Director. | **7.1** **Agree at the outset of projects with partners on their desire to have their logos included in key project outputs** and ensure that during SC sign-off processes review of partner names and logos are included, and this become part of our sign-off policy to verify. | **7.1.** November 2021 |
| **8** | **Advocacy linking “Local-to-National":** Assign the advocacy focal point to link the local advocacy agenda to Save the Children’s national advocacy strategy. | SC Thailand’s 2019-2021 and new 2022-24 Strategy has continued to include advocacy aims that are regional and national in nature and we have been able to advance on this agenda in a few areas of our work, however we also recognize that in the last 1.5 years we have lacked strong advocacy leadership that is nationally based, which has meant we have had to focus on urgent child rights issues (e.g., child in protests, influx and humanitarian principles, etc.), and spend less time linking relevant regional results from project into a national forum. | **8.1 SC Thailand to re-fill our Senior Advocacy Post and define our Annual Advocacy Agenda to align with our 2022-24 Country Strategic Plan,** that will link directly to partner plans and priorities, as relevant. | **8.1**. new Hire Sept 2021/ Advocacy Annual Plan Q1 2022 |
| **9** | **Project Documents Translated to Thai/ Buremese:** 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 | SC Thailand is required to sign the original agreement in English at this time, however the organization does allow for Thai-based work plans, budgets and other relevant documents to be placed in the annexes to the ageement. We do recognize, however, that the partnership agreement itself should be translated to Thai and Burmese and provided. | **9.1 SC Thailand will translate its standard SC Agreement clauses to Thai** **and Burmese** and ensure it is shared with partners for review alongside the English Agreement.  **9.2**. SC Thailand will also built-in translation budgets to all its new grants for the project documents (proposal, logframe, others as deemed essential). | **9.1.** March 2022 (this can only be done in 2022 as it is linked to nationalization and new award template)  **9.2.** Effective Immediately |
| **10** | **Insufficient Technical *Teaching* Capacity for organization’s target group** | SC Thailand continues to priortize building in the right technical expertise into our grants whenever possible, and deisgning programs that are both ambitions and also properly ressourced. At the same time, we continue to face funding cuts in essential areas of our collective work, including refugee and migrant education but we are actively fundraising to fill gaps, the funding we will also apply to strenghen technical teaching traning support, and work with our partners to target essential tasks/ techncial needs. | **10.1** SC Thailand to hire a **Senior Technical Teacher training in BEST** to lead the teacher professional development program  **10.2** SC Thailand to **continue to fundraise for further resources to invest in teacher professional development and quality education interventions** within migrant and refugee, and ECCD education programs (as evidenced in our CSP 2022-24 priorities). One critical focus remains sourcing additional funding for critical quality education technical support (e.g., school management training, safe school monitoring, TSL, Teacher leader projects, home-based learning, education-specific advocacy etc.). | **10.1** October 2021  **10.2.** Effective Immediately |
| **11** | **Sharing of final reports:** Ensure that Save the Children share the final report with partners. | SC Thailand recognizes that the final report sharing with the partner are not done consistency across the projects due to the staff gap after the project ends and the final report approval took a long time after the project ended. | **11.1** SC Thailand to **add the final report and final evaluation report sharing to the close-out checklist** before closing the award record in the system. The final report that we will share to the partners will be the one that have already been finalized and approved by the members/donors. However, this may take several months (up to 6 months for the EU funded projects) after the project ends.  **11.2** SC’s Award team will keep the SC Partner Focal Point/ Project Coordinator informed so they can share the final report with the partner accordingly. In the event that the SC Partner Focal Point/Project Coordinator is no longer working with SC, this report sharing task will be supported by the Senior Field Coordinators or the Senior Operations Manager or Awards Manager. | **11.1** Effective Immediately  **11.2** Effective Immediately |